

**AL-FAYHAA UNION OF MUNICIPALITIES**

**AL-FAYHAA SUSTAINABLE DEVELOPMENT STRATEGY  
(AFSDS)**

**MONITORING AND EVALUATION**

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## **MONITORING AND EVALUATION**

### **BASIC PRINCIPLES**

Strategic planning basically implies a continuous and participative management process of development to improve the community quality of life, sustaining meanwhile its human, natural and built resources or capital. The City Sustainable Development Strategy actually initiates the management process towards development, while monitoring and evaluation aim essentially at upholding the perpetuation of the process.

Development is intrinsically a complex issue; which stems from the wide array of implicated dimensions and concerns along their intricate inter-linkages, and the diversity of interests and stances within the involved community, notwithstanding the importance of the various external factors. Within all this wide range of intervening factors, the key to development is held by the involved community, wherefrom emerges the importance of the participation and the involvement of the various segments of the community in all stages of the development process.

All along, development planning in the country and the region in general, if ever contemplated, has been considered the concern of the central authorities. The engagement of the local governments in development planning is rather a recent experience, while it is commonly considered as the public authorities' concern with the community bearing the implication of actions or inaction. This behavioral pattern assumed by the authorities and tacitly acquiesced by the community at large is responsible of the deadlocks attained in most development endeavors.

Development is essentially a consensual undertaking, with the active involvement of the community that constitutes the directly concerned party, lead, organized and sustained by the local authorities who are vested with the responsibilities of the community development management, whose one of the major tasks is impelling and organizing the community participation in order to mesh various players and shape up a powerful partnership and generate the dynamism around a reliable project.

From here stems the pedagogical dimension of Strategies for Development, since partnership with the civil society and public participation are related to the civic commitment of both, the authorities and the community. Strategies to be successful and sustainable have to engage the civic responsibility of both; authorities stimulating and encouraging the community involvement and the civil society committing to collaborative and concerted efforts.

This requires an evolution of civic practices, where Development Strategies constitute an effective vehicle of communication promotion. However civic practices evolve gradually through successive experiences that have to be lead in an insightful but relentless manner in a society dominated by individualism and personalization within a background of distrust and suspicion.

Cooperation and concerted effort are built on trust, the commitment to a consensual vision that is not confronted by contradicting actions, the continuity and

perseverance regardless of the changes in responsibility positions, and the concentration of efforts with the efficient exploitation of resources and cumulated efforts, without undermining but learning from and building on past experiences; with the full awareness that civic engagement and participation are effective only with well informed public.

## **PROPOSED ORGANIZATIONAL FRAMEWORK**

The proposed institutional framework organization targets both the implementation of the elaborated AFSDS<sup>1</sup> as well as the establishment of Strategic Planning as a continuous and participative management process of development within Al-Fayhaa community, allowing the implementation, monitoring and evaluation of the elaborated AFSDS as well as its continuous evolution along time, with the confirmation of Strategic Planning as a current practice within the Commune, sustaining meanwhile the active involvement of all sectors of the community, and maintaining the dynamics of the process initiated by the actual AFSDS.

The proposed organizational framework is the synthesis of the various opinions and proposals expressed on the initial proposal<sup>2</sup>. It has been basically derived from similar international practices and integrates within it the development and follow-up entities proposed by the AFSDS consultants.

The incorporation and the integration of the Strategic Development Organizational Structure within the Al-Fayhaa Union of Communities structure aims at instituting Strategic Planning Management as a permanent practice and avoiding the transformation of an isolated development structure into an occasional follow-up unit for the proposed AFSDS projects.

The framework and the entities established for the elaboration of the present ASFDS has been taken as a basis for the evolution of the proposed framework in order to ensure continuity. Naturally this framework will be achieved gradually, along with the confirmation of development management and the community participation within the Commune current practices.

TEDO<sup>3</sup> that successfully supported the management of the actual ASFDS, will naturally support temporarily the follow-up and continuation of the process until the complete framework is gradually established.

The organizational framework<sup>4</sup> for the Development Strategy of the Al-Fayhaa is conceived in three entities - Executive, Consulting and Technical - integrated within the Al-Fayhaa Commune of Municipalities' structure, as follows:

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<sup>1</sup> Al-Fayhaa Sustainable Development Strategy

<sup>2</sup> Annex 2

<sup>3</sup> Tripoli Environment and Development Observatory.

<sup>4</sup> Refer to page 10 for the organizational structure proposed scheme.

## **1- THE EXECUTIVE ENTITY:**

the Al-Fayhaa Commune Council, headed by the president of the Al-Fayhaa municipalities, constitute the official administrative body and decision center, representing the three municipal councils, for the official approval and implementation of policies, projects and activities.

It is the political body coordinating with the central administration and the ministries for the implementation of the local development policies, action plans and projects, and promoting partnerships with national and international institutions and managing their involvement in local development.

The President of the commune plays a pivotal role in promoting collegial management and community participation in the development strategies.

It is advised to create within each municipality a Strategy or Development Commission<sup>5</sup> in order to debate within the municipal councils the objectives, action plans and the evolution of the Development Strategy. Representatives of these commissions within the Strategy Committee will ensure the coordination with the municipal councils.

## **2- THE COUNSELING ENTITY:**

Constituted from the evolution of the Al-Fayhaa Strategy Council, and its Executive Committee within the AFSDS, it is a consultative entity debating and approving orientations and policies, supported by the Lobbying Group.

These are consultative entities that will be invited by the Commune President for consultation whenever major development issues are at stake. They will not be constituted from fixed appointed members, but from the representatives of the various stakeholders and involved institutions that will be invited according to the addressed issues.

### **The Al-Fayhaa Strategy Committee**

It is the evolution of the actual AFSDS Strategy Committee, including representatives of the municipalities, the relevant ministries and administrative entities, local associations, institutions, social and economic agents representing the civil society, which are associated with or related to the development of the city, along the various sectors of the agglomeration. It guarantees the public private cooperation, and the involvement of all players in the community and the decision poles to convene on development strategies and orientations, and assist in their implementation.

The Strategy Committee debates and approves the basic orientations and the evolution of the strategic objectives, and reviews the annual development report presented by the Commune Development Office.

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<sup>5</sup> One already exist within the Tripoli Municipal Council

The Strategy Committee meets at least once a year and whenever basic orientations are at stake or to be reviewed or the implementation of the strategies faces major hindrances.

### **The Executive Committee**

It is derived from the Strategy Committee and constitutes its direct and continuous link with the Technical Entity, ensuring the proper implementation of strategies and projects and the continuance of works, providing the necessary support in facing hindrances and resolving eventual problems in the impulsion and achievement of plans. Within the executive committee are discussed in depth issues regarding main city matters, and impulsion procedures of action plans.

It should include at least the three mayors, the representatives of the three Strategy Commissions within the municipalities and a representative of the Lobbying Group, besides members of the Strategy Committee representing major entities of influence in the city or stakeholders who have the capacity of assisting resolve eventual conflicts or deadlocks, while other members could be included according to the confronted issues. The Al-Fayhaa Development Office Coordinator will participate in the Executive Committee debates providing it with the required technical support.

The Executive Committee allows the reconciliation of conflicting issues to the interests of all parties, and oversees progress reviews. It will be supported by the Lobbying Groups in the realization of the action plans.

### **The Lobbying Group<sup>6</sup>**

Constituted from independent professional activists, committed to public action, the Lobbying Group will support the Executive Committee in the following:

- Claim for and ensure the implementation of the Strategy Plan and development projects.
- Constitute the accountancy body for the proper achievement of plans and projects, and the performance of the local administration.
- Constitute a pressure group to activate projects and facilitate decisions and actions of the central administration and organs, related to the Al-Fayhaa development issues.
- Observe the consistency of projects promoted by the central administration with the Strategy Plan.
- Stimulate public awareness and participation in the development endeavor.

Lobbying groups will not become in any case fixed institutionalized entities, but ad hoc voluntary support groups to assist promoting development issues; they will stimulate the involvement and engage the commitment of the civil society in the pursuit of community development concerns.

Pressure groups might involve associations, syndicates and representatives of local deputies in supporting development plans, projects, orientations or legislations.

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<sup>6</sup> AFSDS strategic project PS17

### **3- THE TECHNICAL ENTITY:**

It is the technical operational unit of the development strategy, whose core is constituted from the Al-Fayhaa Development Office supported by the Observatory (TEDO). It is the professional entity entrusted with the technical support and monitoring of the implementation and permanent evolution of the city development process.

The Al-Fayhaa Development Office and the Observatory (TEDO) are foreseen as complementary sister entities with shared management director (Coordinator) who ensures the tight coordination between them and with the Counseling Entity. They are directly related to the decision center. The coupling of both units under a single management will ensure the effective share of the technical resources.

Even though TEDO will not be directly involved in the development strategy procedures after the setting of the entire framework, however it will continue providing meanwhile the required technical support. It will be the information base for monitoring and evaluation of the city performance and the evolution of strategies, action plans and projects.

#### **Al-Fayhaa (Commune) Development Office<sup>7</sup>**

It is the core development operational unit constituted from qualified professionals covering the various sectors (fields) of development; basically socio-cultural, economy and environment-spatial development specialists with managerial competencies, namely project management. One of them will occupy the position of the Coordinator.

The Al-Fayhaa Development Office will be responsible of the following functions:

- Follow up of the development issues within the Al-Fayhaa, mainly the implementation of the AFSDS and its future evolution.
- Initiate and stimulate the execution of the Development Strategy and incite the implementation of the action plans and development projects. Anticipate potential conflicts between the public and private organizations and stakeholders involved in the implementation of projects and actions, and initiate propositions to solve them.
- Issue periodical progress reports on the state of implementation of the Development Strategy and the development projects to be reviewed by the “Executive Committee”, and an annual report to be reviewed by the “Strategy Committee”.
- Coordinate development activities and actions and coordinate between the various existing or potential development entities within Al-Fayhaa<sup>8</sup> as well as the concerned municipal services and committees, within the objectives of the AFSDS.

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<sup>7</sup> AFSDS strategic project PS18

<sup>8</sup> Municipal local development office(s) -one already exists in Tripoli-, Economic development unit BIAT etc.



- Disseminate the strategic development culture in the local society (citizens' awareness and sensitization to development issues), and establish the direct cooperation grounds between the Commune and the community components.
- Incite and sustain the participation of local social and economic agents as active players in the urban transformation and the development process, in consultation, decision taking, financing and execution of projects.
- Maintain management information systems and undertake evaluation and impact analysis at the request of the Executive Committee and the local authorities.
- Produce biennial State of the City Report, displaying the city's prevailing situation and development trends, examining the different urban variables and identifying the critical development issues that constitute the basis of reference to orient subsequent actions.
- Support the observatory (TEDO) with professional advice.
- Network with local, regional and international Local Development Offices.

Besides the core team of the Local Development Office, Commissions and Working Groups or Project Management Units, constituted from specialized professionals, have to be created for the monitoring and evaluation of specific development projects and tasks. The assignment of these entities will be ad hoc and punctual, related to specific actions. Their operation will be coordinated by the core team of the Al-Fayhaa Development Office, under the supervision of the Coordinator.

The Project Management Units will be created at the initiation of projects to monitor the evolution of the projects from their initiation to operation stages. Their financing have to be included within the budgeting of each project.

### **Tripoli Environment and Development Observatory, TEDO<sup>9</sup>:**

#### *Vision:*

The Observatory will become a key reference on the local and national levels, to supplement and support the process of Sustainable Development.

#### *Mission:*

Monitor, analyze and document the state of the Al-Fayhaa cities and development trends, through development indicators and their dissemination in order to support local and national policies.

#### *Goals:*

- Building up a comprehensive, updated and reliable database.
- Activating the communication and partnership between the Observatory and all concerned parties.
- Strengthening the role of local administrations and the parties involved in the decision-making related to the development process.
- Monitoring and evaluation of development projects and activities.
- Dissemination of knowledge and exchange of competences on national and international levels.

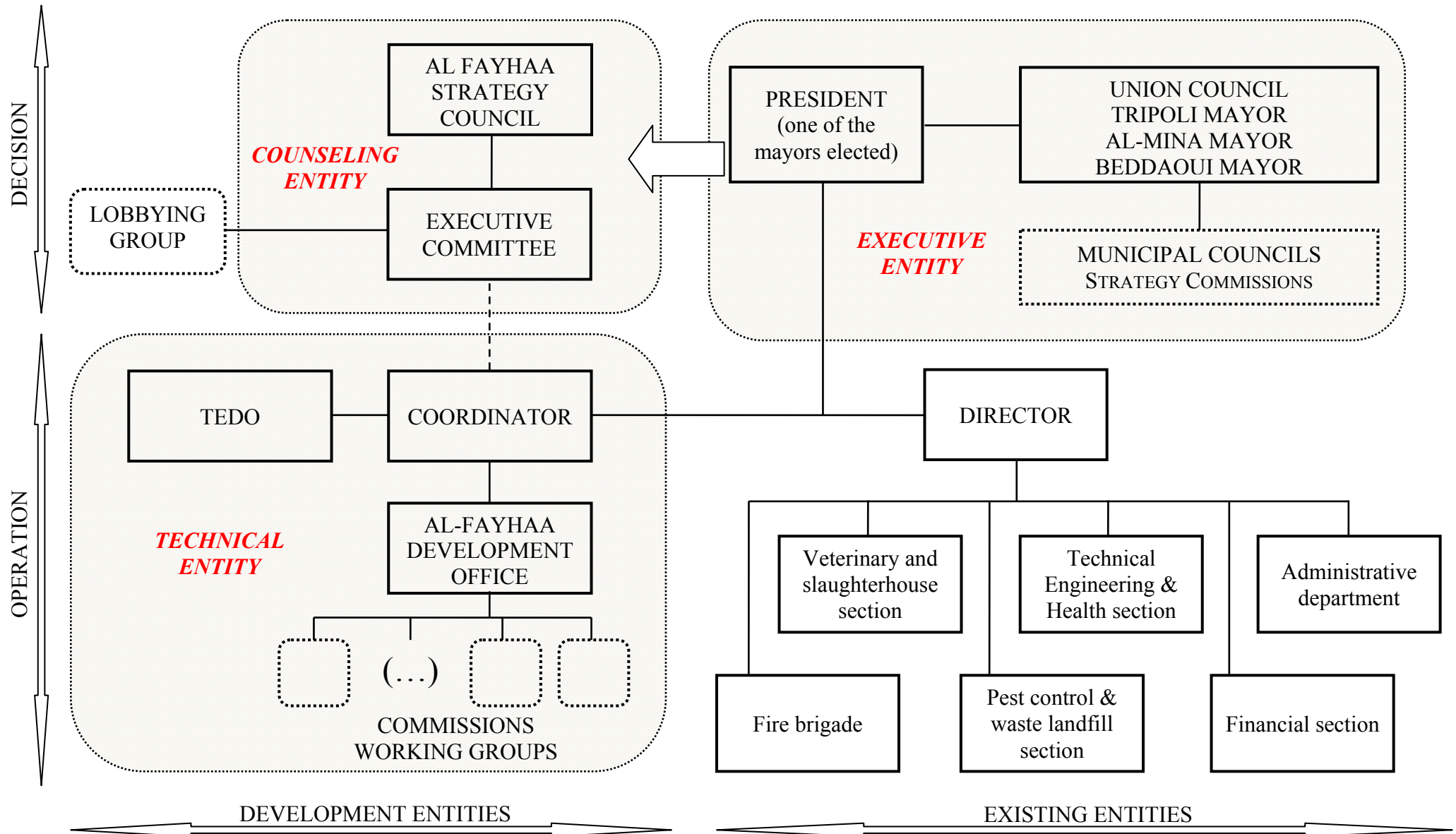
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<sup>9</sup> Tripoli Environment and Development Observatory vision, mission, goals and tasks were developed through a participatory workshop conducted by UNHABITAT, based on the proposal presented by D.H. at the workshop organized on 5/1/2011 concerning TEDO.

*Tasks:*

- Collect, interpret and analyze information and data on the status of the Al-Fayhaa cities and the transformation trends.
- Documentation and dissemination of diagnostic results in periodic reports (quarterly or annual).
- Development of indicators for monitoring and evaluating the course of the Strategic Plan and development initiatives.
- Establish partnerships with civil society institutions.
- Communication with the local, regional and global observatories.
- Coordination and compatibility of local indicators compared with national, regional and global indicators.
- Capacity Building of administration to institute national and local observatories

**PROPOSED ORGANIZATIONAL STRUCTURE FOR THE AL-FAYHAA STRATEGY OF SUSTAINABLE DEVELOPMENT  
WITHIN THE AL-FAYHAA UNION OF MUNICIPALITIES**



## INDICATORS<sup>10</sup>

The monitoring of the city development has to cover all aspects of the city, as well as the evolution of development goals set through the City Strategy of Sustainable Development that focuses on major issues of development, and the action plan derived from it that defines the key projects to attain the set goals.

Consequently three categories or tiers of indicators are foreseen; each category or set covering or providing information relevant to one of the purposes above:

**1- All purpose indicators**, listed by category, providing trend information (meaning they are repeated systematically) related to various sectors: socio-cultural, economical, spatial-environmental and governance, designed to be widely distributed.

These compendia, once available, constitutes an information base as working tools, that will inform the public and assist analysts, researchers and decision-makers, who will consult the reports, learning from whatever information is relevant to the problem they happen to face or consider, and support the urban decision making process.

They could be simple indicators or measures related to a specific state or feature, or aggregated indicators that sum up the quality of life in a place or the value of its output by combining important features of a place or situation in a single composite, aggregated measure (like quality of life, gross domestic product ...); they are city specific as well as comparable at local, regional, national and international levels that allow comparison between cities provided similar weighing measures are adopted in deriving these indicators. They could also be controversial in case not based on shared values.

**2- City performance indicators**, related to the shared strategic vision objectives and targets stated within the City Sustainable Development Strategy. They inform about the city performance and inform whether the evolution of the city follows the trends planned in the strategic objectives and anticipate potential breakdown or changes in direction. They help establishing the AFSDS monitoring and evaluation framework.

A relatively small number of system performance indicators are needed: a few indicative key measures which reflect the key values of concern expressive of the health of the overall system.

**3- Policy and program performance management indicators**; they reflect both the state of particular policies, programs, actions or projects and the outcomes of particular subsystems, and allow responsible actors to assess, analyze and evaluate their impacts, diagnose causes and problems and make adjustments in their actions and set priorities when results are not moving in the desirable directions.

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<sup>10</sup> Refer to annex 3 for indicators / indexes definitions

They basically allow monitoring the progress of the projects integrated in the action plan; they are proposed to cover two aspects:

- 1- Project implementation management indicators, allowing to assess the compliance with the proposed project execution programs:
  - Compliance with the projected goals,
  - Observance of the scheduled calendar,
  - Conformity with the foreseen resources with respect to the execution stages,
  - Involvement of expected partners,
  - Compliance with key quality factors.
- 2- Project impact indicators, allowing to evaluate the various implications of the project:
  - Evolution of the targeted objectives' trends,
  - Bearings and benefits on various sectors: socio-cultural, economical (generated resources) and environmental-spatial,
  - The sustainability of the generated benefits,
  - Response of affected population or end-users.

## INDICATOR DATA SHEET

TEDO has developed a methodology and a set of Data Sheets for the development of indicators that need to be further elaborated and rationalized according to the following Indicator Data Sheet that was derived from various international sources.

Rationale	Statement of principles clarifying the significance of the indicator for analyzing the related urban conditions and trends.
Definition	Definition of the parameters related to the indicator and their description. Classifications and standards applied.
Sources of data	Origin of information and date, whether documented or not, Obtained from original or secondary sources, Published data or soft data (indirect evidence or the informed opinion of experts).
Methodology	Data collection or computation methods
Time reference	date and frequency of updating, periodicity of measurement, comparability over time
Measurement scale	Measurement units or level
Evaluation	Assessment of the data accuracy and reliability level, and whether available data is fully documented. As well as the consistency with the approved collection methodology.
Limitations	Comments and description of the constraints and limitations of the available data and the extent of its pertinence with respect to the rationale set for the specific indicator.
Geographical coverage	The area of reference: the Agglomeration, the City, the Quarters within the city <sup>10</sup> .  The agglomeration constitutes the basis for comparison with the international sources and references, and the scope that provides information on global level, while disaggregated information and indicators are pertinent to monitor specific issues and projects proper or critical to specific areas within the agglomeration.

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<sup>10</sup> For definition refer to the report “Conceptual Background for the Significance of CDS Analysis and Evaluation” page 10

Category	<p>Indicators could be categorized according to various concepts:</p> <ul style="list-style-type: none"> <li>- Pressure, State-trend and Response indicators (UNEP GEO<sup>11</sup>), reflecting the cause and effect cycle of development.</li> <li>- Key indicators, Check-lists and Extensive indicators (Habitat Agenda indicators - MDG)<sup>12</sup></li> </ul> <p>They could also be grouped, and constitute clusters, according to set goals, targets or the various sectors of development or themes.</p>
Identification of benchmark values	<p>The identification of a year of reference or a baseline will allow comparison and trend display. It should be established in consistence with international (MDG, Habitat agenda, Bleu plan) relevant references.</p> <p>Besides, benchmarks have to be established, through targets defined in the development projects and strategies, in order to assess the degree of achievement of goals. These could be city specific or general established standards against which a practice can be measured or judged.</p>
Inter-linkages between indicators	<p>Relation and linkages with other indicators within the set of adopted indicators, in order to relate the analysis of each indicator result with other ones.</p>
Compatibility with National and Global indicators	<p>Compatibility with National, MDG, Habitat agenda, Bleu plan, or other relevant indicators.</p>

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<sup>11</sup> Global Environmental Outlook.

<sup>12</sup> Key indicators, are both important and relatively easy to collect. They are either numbers, percentages and ratios;

Check-lists, give an assessment of areas which cannot easily be measured quantitatively. They are audit questions generally accompanied of checkboxes for yes or no answers;

Extensive indicators, are intended to complement the results of the key indicators and quantitative data in order to make a more in-depth assessment of the issue.

## **CITY PERFORMANCE INDICATORS AFSDS STRATEGIC LINES AND GOALS AND PROPOSED INDICATORS**

City performance indicators are developed based on the Strategic Lines and Goals established within the AFSDS (Al-Fayhaa Sustainable Development Strategy).

Goals<sup>13</sup> have been considered in their broad extent wherever possible, and not as definite projects the way they are often expressed.

Each Goal is associated with a cluster of indicators, the analysis of which will provide a comprehensive overview and a measure of the yearly progress achieved towards that Goal.

Several Goals address identical themes, or different aspects of the same theme; the clusters of indicators of these goals are complementary with each other; which implies the necessity of their consideration in association with one another, in data collection as well as the analysis of these Goals.

Organized and reliable data or regular surveys do not exist on several issues addressed in the proposed indicators, which entails the necessity of conducting initial surveys related to these issues and the establishment of an initial data base supported by the geographical location system through GIS application that is already available with TEDO, and the establishment of a data updating system to allow monitoring changes with time.

With the absence of targets associated with the Goals set within the AFSDS, benchmarks and targets for several proposed indicators have to be established on the basis of analysis of the initial surveys; or established through the strategies required in achieving these Goals, others have to be consistent with national targets in case available.

Wherever possible indicators have been constructed from well-established data sources and are quantifiable. However a large number of indicators are qualitative indicators; they provide an assessment of areas that cannot be easily measured quantitatively. While another set of indicators are audit questions consisting of checkboxes for yes or no or partial achievement evaluative assessments.

Most of the available national data and censuses are at the Caza or Mouhahaza level, and very occasionally on city level that does not coincide with the Al-Fayhaa Commune as such in any case, which renders imperative the necessity of establishing a local data collection system. It could be built-up in coordination with the National survey institutions and agencies, to adapt their surveys to the Al-Fayhaa geographical requirements. While additional data, mainly some required disaggregate data at the neighborhood levels, have to be collected locally in any case.

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<sup>13</sup> Goals have been reworded in their English version to comply with the Arabic and French texts as they are expressed in the AFSDS



Only few of these indicators are compatible with international indicators, since the set Goals are not generally in line or in consistence with the International Development Goals.

Monitoring of the AFSDS goals progress has to take place through annual reports analyzing the cluster of indicators related to each Goal, in accordance to the benchmarks and targets that should be authenticated at the initial launching of these indicators.

AFSDS Goals		Indicators
<b>STRATEGIC LINE 1: INTEGRATED TERRITORIAL MANAGEMENT AND ENHANCEMENT OF URBAN SPACES.</b>		
1.1- Unify the master plans of the three cities of Al -Fayhaa	Sustainable territorial management plans and strategies.	1.1.a- Establishment of objectives for sustainable urban development and land management for Al-Fayhaa.
		1.1.b- Compatibility of existing master plans with the established objectives for sustainable urban development and land management.
		1.1.c- Conformity of existing master plans with SDATL (Schéma Directeur d'Aménagement de Territoire Libanais, 2009)
		1.1.d- Importance of investment in urban renewal versus development investments in the Commune.
		1.1.e- Urban public spaces quality.
		1.1.f- Urban public green areas.
		1.1.g- Urban growth.
		1.1.h- Frequency of official reviews of master plan / official plan
1.2- Develop a local structure for territory and infrastructures management	Sustainability of infrastructure planning	1.2.a- Has the Commune instituted a professional body to provide technical support for territory and infrastructure management?
		1.2.b- Is SEA (Strategic Environmental Assessment) procedures applied in planning and infrastructure development?
		1.2.c- Is EIA (Environmental Impact assessment) procedures applied in major public and private development projects?
		1.2.d- Are the planning and infrastructure projects supported with operation and sustainability provisions?
		1.2.e- Has monitoring and evaluation mechanisms been instituted for each project?
		1.2.f- Public awareness and participation in the territorial management and infrastructure planning issues.
		1.2.g- Are cities involving the civil society in a formal participatory process in initiating projects (defining goals and objectives)?

AFSDS Goals		Indicators
1.3- Training of local technicians in services related to the territorial management	Capacity building of local technicians in services related to territorial development.	1.3.a- Staffing capacity
		1.3.b- Competencies of available personnel
		1.3.c- Availability of capacity building programs
1.4- Implement territorial laws and regulations		1.4.a- Respect and application of the existing Master Plans.
		1.4.b- Availability of mechanisms for enforcement; regulations, planning standards (building codes, zoning by-laws, production and services institutions classification)
		1.4.c- Construction infractions
		1.4.d- Respect of land use regulations
1.5- Develop a comprehensive strategy for the revival of the Tripoli center	Regeneration of the central and the historic and heritage districts (central areas)	1.5.a- Comprehensive revival strategy for the Tripoli central district.
		1.5.b- Comprehensive revival strategy for the Tripoli historic district and peripheral transitional heritage areas.
		1.5.c- Comprehensive revival strategy for the El-Mina historic district and peripheral transitional heritage areas.
		1.5.d- Comprehensive revival strategy for Beddaoui central heritage district.
		1.5.e- Quality of public spaces.
1.6- Develop an urban rehabilitation program for the deprived neighborhoods of the Al-Fayhaa cities.	Upgrading of degraded neighborhoods	1.6.a- Delimitation of deprived neighborhoods.
		1.6.b- Comprehensive rehabilitation programs for the deprived neighborhoods.
		1.6.c- Population living in deprived neighborhoods
		1.6.d- Informal settlements within Al-Fayhaa
		1.6.e- Funds allocated for upgrading of deprived neighborhoods.
1.7- Establish a development plan for the urban coastal zone	Coastal zone management	1.7.a- Sustainable coastal zone management strategy.
		1.7.b- Is the coastal zone management plan accompanied with appropriate funding for implementation.
		1.7.c- Environmentally upgraded coastline stretch
		1.7.d- Has the coastal zone management plan involved representatives of the following?
		1.7.e- Public facilities realized on the coastal stretch.
		1.7.f- Public opinion (awareness) of the coastal stretch management.
1.8- Establish a mobility & urban public transportation system.	Mobility (transport management) & accessibility	1.8.a- Transport management strategy
		1.8.b- Travel time within the city
		1.8.c- Transport facilities
		1.8.d- Alternative modes of transport
		1.8.e- Accessibility to central areas
		1.8.f- Pedestrian friendly streets in the city

AFSDS Goals		Indicators
<b>STRATEGIC LINE 2: ENHANCE CITY COMPETITIVENESS THROUGH SUPPORT TO THE ECONOMIC SECTORS AND DEVELOPMENT OF INFRASTRUCTURES AND PUBLIC EQUIPMENTS.</b>		
2.1- Revival of major infrastructures (harbor, airport, roads network, rail network) targeting at the activation of the "Al Fayhaa role as a gateway to the Middle East Arab countries	Reactivation of major local infrastructure facilities	2.1.a- Tripoli harbor development
		2.1.b- Kolaiaat airport (strategy for the activation of the airport)
		2.1.c- Roads network (strategy for implementation of major regional and local planned roads)
		2.1.d- Rail network (Strategy for the activation of the rail transport system)
		2.1.e- Al-Beddaoui petrochemical refinery reactivation strategy
2.2- Improve the city's technological information network	Promote communications and information technologies	2.2.a- Make available the benefits of communication technologies
		2.2.b- Make available the benefits of information technologies
		2.2.c- Citizen internet access to municipal services information
2.3- Create cultural attraction facilities of regional scope (e.g. contemporary art museum)	Re-establish the position of Al-Fayhaa as a regional cultural hub	2.3.a- Cultural facilities of regional scope
		2.3.b- Cultural heritage sites and monuments
		2.3.c- Cultural activities and events
2.4- Revitalization of the Rachid Karamah International Fair facilities.	Efficient exploitation of International Fair potentials.	2.4.a- Establishment of a strategy for the efficient exploitation of the International Fair premises.
		2.4.b- Activities and events within the International Fair premises
		2.4.c- The economic returns from the International Fair
2.5- Establish the economic zone and implement master plan orientations concerning the industrial zones.	Establish special economic zones, and promote the industrial sector in Al-Fayhaa	2.5.a- Special economic zone at Tripoli Harbor.
		2.5.b- Special Economic zone Techno Pole.
		2.5.c- Industrial zones development.
		2.5.d- Industrial sector evolution in Al-Fayhaa

AFSDS Goals		Indicators
<b>STRATEGIC LINE 3: REINFORCE THE SOCIAL DEVELOPMENT POLICIES</b>		
3.1- Achieve political/social consensus supporting the application of laws concerning the “social” and “educational” sectors.	Achieve social welfare and equity.	3.1.a- Strategies for social welfare, harmony and equity in the Commune.
		3.1.b- poverty
		3.1.c- Child mortality
		3.1.d- Employment
		3.1.e- Social security coverage
		3.1.f- Level of security in the city
		3.1.g- Achieve essential education
3.2- Strengthen technical schools through the development of their theoretical and practical teaching curricula, and make mandatory their certificates for the exercise of such professions (technical/handicraft)	Promote technical teaching and vocational training responsive to local labor market.	3.2.a- Intermediation between local labor market and technical teaching and vocational training
		3.2.b- Are the local technical teaching and vocational training institutions responsive to the local labor market needs
		3.2.c- Local market demand for technicians
		3.2.d- Continuous formation programs
		3.2.e- Qualification of technical and handicraft labor
3.3-Establish cultural and social centers in the deprived districts	Stimulate the cultural life and promote social assistance services in the deprived neighborhoods	3.3.a- Percent of deprived areas or population served by cultural facilities
		3.3.b- Percent of deprived areas or population served by social service facilities.
		3.3.c- Percent of deprived areas or population served by leisure and recreational facilities.
		3.3.d- Cultural major facilities located in deprived areas
3.4- Assist in the establishment of a metropolitan network of partnership among the local NGOs		3.4.a- Number of associations per 10,000 population
		3.4.b- Existence of a mechanism within the local governments coordinating activities of the local associations (or networking).
		3.4.c- Coordinated activities by local associations
		3.4.d- Networking of local associations with national and international associations
3.5- Promote the integrating of women and youth in the production cycle	Gender and youth inclusion	3.5.a- Gender equality in employment
		3.5.b- Women unemployment rate
		3.5.c- youth unemployment rate
		3.5.d- Promotion of gender equality in official representations

AFSDS Goals		Indicators
<b>STRATEGIC LINE 4: ECONOMIC DEVELOPMENT BASED ON COMPETITIVENESS, CAPACITY BUILDING &amp; JOB CREATION.</b>		
4.1- development of competitive sectors	4.1.1-Strengthening of professional and sectoral associations	4.1.1.a- Existence of an economic development unit within Al-Fayhaa.
		4.1.1.b- Organization of major trades in professional associations.
		4.1.1.c- Organization of major trades in clusters.
	4.1.2- Promote research and development, and knowledge and technology, through professional and sectoral associations (in collaboration with universities and research and development centers).	4.1.2.a- Funds allocated for research within the local institutions.
		4.1.2.b- Number of financed research themes
		4.1.2.c- Institutions that have adopted along the year new technologies in their business fields.
4.2- Development of labor intensive (jobs generating) sectors.	4.2.1- Qualification of the workforce in the traditional handicraft sectors	4.2.1.a- Classification of handicraft production and services institutions
		4.2.1.b- The workforce in the handicraft production and services sector.
		4.2.1.c- Are there support programs for the handicraft production and services trades?
		4.2.1.d- Qualification programs for the handicraft production and services workers.
	4.2.2- Creation of an integrated tourism product through the development of the natural, cultural and historical heritage resources.	4.2.2.a- Comprehensive strategy for tourism development in Al-Fayhaa
		4.2.2.b- Tourism resources
		4.2.2.c- Tourism facilities
		4.2.2.d- Tourism attraction activities
		4.2.2.e- Tourism implications on Al-Fayhaa
4.3- Tools.	4.3.1- Reinforce facilities and institutions supporting entrepreneurial initiatives and the development of the youths' professional capacities and vocational qualifications.	4.3.1.a- Existence of a strategy for supporting and promoting micro and SME enterprises
		4.3.1.b- Institutions supporting entrepreneurial initiatives
		4.3.1.c- Technical teaching and training schools
	4.3.2- Facilitate access to financing for local economic enterprises and projects.	4.3.2.a- Availability of and access to financial services for the development of micro, small and medium enterprises and cooperatives.
		4.3.2.b- Loans allocated to micro, small and medium enterprises and cooperatives.
		4.3.2.c- New enterprises officially registered
		4.3.2.d- Enterprises that ceased operations
	4.3.3- Attract expatriates' investments.	4.3.3.a- Communication Unit with the expatriates
		4.3.3.b- Inventory of expatriates
		4.3.3.c- Communication system with the expatriates
		4.3.3.d- Events or projects realized with the participation of the expatriates

AFSDS Goals		Indicators
<b>STRATEGIC LINE 5: IMPROVEMENT OF THE AL-FAYHAA CITIES' IMAGE THROUGH THE CULTURAL REVITALIZATION.</b>		
5.1- Establish Metropolitan network of cultural associations.		5.1.a- Cultural associations per 10,000 population
		5.1.b- Activities organized by local cultural associations
		5.1.c- Coordinated activities by local cultural associations
		5.1.d- Networking of local cultural associations with national and international associations
5.2- Diffusion of the cultural identity of the cities of Al-Fayhaa.		5.2.a- City promotion programs.
		5.2.b- City promotion activities and events
5.3- stimulate the citizens' appropriation of their tangible and intangible heritage.		5.3.a- Citizen awareness raising programs or activities
		5.3.b- Programs and activities in the schools concerning awareness to cultural heritage.
5.4- Enhancement of the historical heritage and its reconversion into cultural attraction equipments.		5.4.a- Inventory of tangible and intangible cultural heritage resources.
		5.4.b- Strategy for the rehabilitation and revival of cultural heritage sites.
		5.4.c- Cultural heritage sites housing cultural activities and functions.
5.5- Stimulate the citizens' awareness to the profitability of tourism on the local economy development.		5.5.a- Local tourism promotion programs with citizen participation.
		5.5.b- Visitors' repelling happenings
		5.5.c- Local income from tourism.
		5.5.d- Employment within tourism sector (same as 4.2.2.e.4)

## STRATEGIC LINE 1: INTEGRATED TERRITORIAL MANAGEMENT AND ENHANCEMENT OF URBAN SPACE.

### 1.1- Unify the master plan of the three cities of Al-Fayhaa

<b>Rationale</b>	<p>Master plans are tools for territorial management and should respond to clear policies expressed in terms of sustainable territorial development objectives including the complementarities requirements of various master plans in case each city or part of it are subjected to independent master plans, besides their coherence with the neighboring areas and the National Territorial Development orientations (SDATL) established in 2009.</p> <p>The three cities as well as the historic city of Tripoli are subjected actually to independent zoning regulations that fall short of coherent territorial development objectives at different levels. The latest master plan developed in 2002 for the Al-Fayhaa was only partially implemented as zoning regulations in Al-Mina and the Historic city of Tripoli.</p> <p>As master plans aim at the improvement of the urban quality and the efficiency of territorial development with its socio-cultural, economical and environmental implications, the urban growth, the quality of urban spaces and the orientations of investments in development constitute indicators of the quality of the urban development trends and the sustainability of the city built capital.</p>
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<b>Definition</b>	Compliance of local Master Plans and their application with territorial development sustainability.	
1.1.a- Establishment of objectives for sustainable urban development and land management for Al-Fayhaa.	1 <input type="checkbox"/> Yes objectives are established. 2 <input type="checkbox"/> No objectives are not established. 3 <input type="checkbox"/> Objectives are being established.	
1.1.b- Compatibility of existing master plans with the established objectives for sustainable urban development and land management.	1 <input type="checkbox"/> No compatibility 2 <input type="checkbox"/> Yes they are compatible 3 <input type="checkbox"/> Compatibility is being implemented % implemented (estimate)	
1.1.c- Conformity of existing master plans with SDATL (Schéma Directeur d'Aménagement de Territoire Libanais - 2009)	1 <input type="checkbox"/> Yes they conform 2 <input type="checkbox"/> No they do not conform 3 <input type="checkbox"/> they partly conform: % estimated	
1.1.d- Importance of investments in urban renewal versus development investments in the Commune.	percent	
1.1.e- Quality of neighborhoods.	1 <input type="checkbox"/> % good 2 <input type="checkbox"/> % acceptable 3 <input type="checkbox"/> % less than acceptable 4 <input type="checkbox"/> % deteriorated 5 <input type="checkbox"/> % slum	
1.1.f- Urban public green areas.	1 <input type="checkbox"/> Percent of urban area 2 <input type="checkbox"/> green area per resident population in m <sup>2</sup> .	
1.1.g- Urban growth		
1- Ratio of population growth with respect to Urban areas growth.	Percent.	
2- Ratio of vacant residential units with respect to the total number of the residential units within the urban area.	Percent.	
1.1.h- Frequency of official reviews of master plan / official plan	Number of years between reviews.	

<b>Methodology</b>	<p>1.1.a- Establish goals and objectives for sustainable urban development and land management for Al-Fayhaa, defining criteria for evaluation of master plans, including complementarities criteria between the three cities' master plans.</p> <p>1.1.b- Evaluate the application of Objectives in existing or proposed Master Plans. The evaluation to be applied to each Master Plan, in case several are applied or proposed.</p> <p>1.1.c- Evaluate the conformity of existing or proposed Master Plans with the global orientations of the SDATL. The evaluation to be applied to each Master Plan, in case several are applied or proposed.</p> <p>1.1.d- This indicator aims at evaluating the sustainability of the city built capital. The ratio of total investments, whether private or public, in rehabilitation or renewal projects as to the total investments in construction in the Commune in money values.</p> <p>1.1.e- Urban areas to be divided into islands with identical environmental conditions, and percentages of areas within each category evaluated versus the total urban area of the Commune, to be supported with a map.</p> <p>1.1.f- Areas of landscaped public areas are derived from the cadastral maps, while resident population are derived from available statistics (Central Administration of statistics, Ministry of Social Affairs etc.).</p> <p>1.1.g- This indicator shows roughly whether the urban areas growth is due to population growth demand or other causes like speculative investments or urban population movements caused by the deterioration of the urban residential environment.</p> <p>1.1.h- the number of years between the various official approved master plans for each city, and the number of years from the last approved master plan.</p>
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	<p>1.1.a- The Commune of Al-Fayhaa.</p> <p>1.1.b &amp; 1.1.c- Evaluation to be performed by experts in territorial development.</p> <p>1.1.d- The public investments are obtained from relevant authorities, while private investments could be computed from construction permits and the quality of construction provided by the "Ordre des Ingénieurs et Architectes" in Beirut and Tripoli, along punctual surveys with developers.</p> <p>1.1.e- To be worked out through observations translated on GIS maps and analysis of quality criteria of urban spaces (example building conditions, mixed incompatible land use, environmental pollution or degradation etc.), with the assistance of aerial images.</p> <p>1.1.f- Survey supported on cadastral maps, and population from Central Administration of statistics, and Ministry of Social Affairs population surveys and projections.</p> <p>1.1.g- 1- Urban growth to be derived from successive satellite images (yearly) as percent of urban area, and population growth from Central Administration of statistics, and Ministry of Social Affairs population surveys and projections. 2- Survey of residential units, the municipality register on taxes perceived on functional units could serve as a basis for information.</p> <p>1.1.h- The Commune of Al-Fayhaa.</p>
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<b>Evaluation, Limitations</b>	<p>Most of these indicators are qualitative indicators dependent on proper assessment of values and criteria by experts.</p> <p>These indicators will assess progress over time, highlighting effective changes from the initiation period of their application.</p>
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<b>Geographical coverage</b>	The Commune, could also be disaggregated by City
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<b>Identification of benchmark values</b>	<p>1.1.a, 1.1.b - The objectives and criteria will establish the benchmark.</p> <p>1.1.c - SDATL orientations.</p> <p>1.1.d - Indication of trend of investment in development.</p> <p>1.1.e - The target is 100% good and acceptable in 2020</p> <p>1.1.f - The targeted benchmark for green areas is 10m<sup>2</sup> per person</p> <p>1.1.g- The target is 1 (population growth ratio = urban expansion ratio)</p>
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## 1.2- Develop a local structure for territory and infrastructures management

<b>Rationale</b>	Support mechanisms for land management and infrastructure projects are through a professional body that can be either a permanent entity within the Commune or punctual consultants. However, this should be associated with the application of comprehensive assessment procedures essential for the establishment of the proper orientations, besides the establishment of the framework for civic participation and public engagement, which all have to be initiated along with the strengthening of the local authorities technical support capacities in monitoring such projects in order to ensure their efficiency and sustainability.
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<b>Definition</b>	Sustainable territorial and infrastructure planning follow up.	
1.2.a- Has the Commune instituted a professional body to provide technical support for territory and infrastructure management?	1 <input type="checkbox"/> No 2 <input type="checkbox"/> Yes 3 <input type="checkbox"/> In process 4 <input type="checkbox"/> Punctual consultations	
1.2.b- Is SEA (Strategic Environmental Assessment) procedures applied in planning and infrastructure development?	1 <input type="checkbox"/> % No 2 <input type="checkbox"/> % Yes 3 <input type="checkbox"/> % partially	
1.2.c- Is EIA (Environmental Impact assessment) procedures applied in major public and private development projects?	1 <input type="checkbox"/> % No 2 <input type="checkbox"/> % Yes 3 <input type="checkbox"/> % partially	
1.2.d- Are the planning and infrastructure projects supported with operation and sustainability provisions?	1 <input type="checkbox"/> % No 2 <input type="checkbox"/> % Yes 3 <input type="checkbox"/> % partially	
1.2.e- Has monitoring and evaluation mechanisms been instituted for each project?	1 <input type="checkbox"/> % No 2 <input type="checkbox"/> % Yes	
1.2.f- Public awareness and participation in the territorial management and infrastructure planning issues.	1 <input type="checkbox"/> Are institutional frameworks put into effect for civic participation? (Yes/No). 2 <input type="checkbox"/> Number of interventions by civil society groups into issues related to territorial and infrastructure management. 3 <input type="checkbox"/> Number of issues followed up in press.	
1.2.g- Are cities involving the civil society in a formal participatory process in initiating projects (defining goals and objectives)?	1 <input type="checkbox"/> New major roads and highway proposals (yes/no) 2 <input type="checkbox"/> Altering in zoning, urban expansion (yes/no) 3 <input type="checkbox"/> Major public projects (yes/no)	

<b>Methodology</b>	<p>1.2.a- This could be an institution or section related to the Commune or independent professionals consulted punctually and systematically.</p> <p>1.2.b- SEA procedures are developed by the Ministry of Environment, and have to be applied on land use and infrastructure services planning stages. Percentage of projects with respect to all infrastructure and planning projects in the Commune.</p> <p>1.2.c- EIA procedures are developed by the Ministry of Environment within the law related to the protection of the environment. Percentage of projects with respect to all infrastructure and planning projects in the Commune.</p> <p>1.2.d- The existence of operation maintenance and future evolution provisions within the applied projects. Percentage of projects with respect to all infrastructure and planning projects in the Commune.</p> <p>1.2.e- Percentage of projects with respect to all infrastructure and planning projects in the Commune.</p> <p>1.2.f- Number of actions or interventions or participation by civil society groups in issues related to urban development and infrastructure or specific projects with urban implications. Number of urban and infrastructure issues related press interventions by local residents in local or national press.</p> <p>1.2.g- A formal participatory process might involve: public announcement, receipt and processing of objectives, formation of oversight committees involving NGOs and public representatives</p>
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<b>Time reference</b>	Annual
<b>Sources of data</b>	1.2.a- The Commune of Al-Fayhaa 1.2.b, 1.2.c, 1.2.d require experts' assessment 1.2.e- The Commune of Al-Fayhaa 1.2.f- Through monitoring of civil society actions and press articles. 1.2.g- Through monitoring of public development projects initiation and implementation procedures.
<b>Evaluation, Limitations</b>	Most of these procedures or activities are none existent and have to be initiated with the application of the present AFSDS, and are based on expert evaluation.
<b>Geographical coverage</b>	The Commune
<b>Identification of benchmark values</b>	For indicators 1.2.a to 1.2.f the target is (2-yes), while indicator 1.2.g will show progress starting from the application year of the indicator of the civil society involvement evolution.

### 1.3- Training of local technicians in services related to the territorial management

<b>Rationale</b>	<p>Capacity building of local technicians in services related to territorial development.</p> <p>The development process depends on the availability of competent personnel in public institutions to support its management, and their awareness to territorial development issues.</p> <p>While the evolution of experiences in the sustainable development fields imposes continuous training in order to remain effective and on line with evolution. Continuous formation that is an ongoing part of life is one hallmark of a sustainable community.</p>
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<b>Definition</b>	Technical personnel capacity and their enhancement level.	
1.3.a-	Staffing capacity - Percent of available technical staff to the officially allocated technicians in each section.	percentage
1.3.b-	Competencies of available personnel (technical staff).	
	- Educational background of technical staff compared to required level in each post.	percentage
	- Experience in the related field.	Years/staff
	- Attendance or participation to training programs, or seminars related to development issues.	1 <input type="checkbox"/> % Staff/total staff 2 <input type="checkbox"/> average hours/staff
1.3.c-	Availability of training and capacity building programs in territorial management.	1 <input type="checkbox"/> Yes 2 <input type="checkbox"/> No

<b>Methodology</b>	<p>1.3.a- Define Public Services related to territorial management:</p> <ol style="list-style-type: none"> <li>1. "TEDO" and the "Technical Engineering and Health Section" within the AL-Fayhaa Commune</li> <li>2. The "Bureau for Local Development" and the "Engineering Department" in the Tripoli municipality</li> <li>3. The "Engineering Section" within the El-Mina municipality</li> <li>4. The "Urban Planning" office in Tripoli dependent of the General Directorate of Urbanism.</li> <li>5. New organisms to be created according to the present AFSDS</li> </ol> <p>1.3.b- Establish information leaflet per technical staff defining:</p> <ol style="list-style-type: none"> <li>1. Competencies required per occupied post, and evaluate the educational background of staff with respect to it, expressed in percentage of total staff.</li> <li>2. Experience in the related field, expressed in years per staff.</li> </ol> <p>Values to be derived per each public institution (public service) as defined above, with an average per section and a total average.</p>
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	Public institutions, Municipalities, Urban Planning office in Tripoli.
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<b>Evaluation, Limitations</b>	<p>These indicators measure the evolution of the technical staff capacities over time. They are mixtures of quantitative and qualitative evaluations. They require the cooperation of all indicated institutions. The quality, type or efficiency of training programs do not reflect within these indicators.</p>
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<b>Geographical coverage</b>	Per each institution and at the level of the Commune.
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<b>Identification of benchmark values</b>	<p>The first year of evaluation will constitute the benchmark against which could be assessed the yearly evolution.</p> <p>Target benchmarks could be developed along practice. Minimum target for staff training could be considered 1 per staff per year.</p>
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## 1.4- Implement territorial laws and regulations

<b>Rationale</b>	<p>Laws and regulations related to territorial and urban development in Lebanon are expressed at four levels:</p> <p>1- SDATL (Schéma Directeur d'Aménagement de Territoire Libanais - 2009), stipulates the orientations for territorial development of the country (addressed in target 1.1).</p> <p>2- The Master plans of the Cities or part of them: regulate land use, parceling, building volumes and characteristics in specific locations, and site development.</p> <p>3- The construction laws regulate building particulars.</p> <p>4- Regulations related to industrial and environmental risk bearing usages.</p> <p>While 2 and 3 are currently applied through the building permits, 1 has not been implemented so far, while the application of 4 is rather aleatory.</p>
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Definition	The respect of the existing Master Plans and development regulations	
1.4.a- Respect and application of the existing Master Plans.	<input type="checkbox"/> Not applied <input type="checkbox"/> Applied integrally <input type="checkbox"/> % partially <input type="checkbox"/> Number of exceptional permits delivered through special decrees.	
1.4.b- Availability of mechanisms for enforcement; regulations, planning standards (building codes, zoning by-laws, production and services institutions classification)	<input type="checkbox"/> At permit stage (yes/no-efficiency rate) <input type="checkbox"/> At construction stage (yes/no-efficiency rate) <input type="checkbox"/> At delivery of use (habitation) permit stage (yes/no- efficiency rate) <input type="checkbox"/> Control and enforcement of exploitation permit to production and services institutions (yes/no-efficiency rate)	
1.4.c- Construction infractions		
- Percent of building infractions	Percent of building infractions yearly with respect to total building permits	
- Percent of building infraction settlements	Percent of building infraction settlements yearly to total building stock	
1.4.d- Respect of land use regulations		
- Institutions or usages not respecting land use and specific environmental regulations related to the institution type.	<input type="checkbox"/> number of production and services institutions not respecting regulations <input type="checkbox"/> percent of institutions not respecting regulations to the total number of production and services institutions	
- Percent of areas not respecting land use regulations.	Percent of areas not respecting land use regulations to the total urban areas.	

<b>Methodology</b>	<p>1.4.a- Each existing master plan to be evaluated independently</p> <p>1.4.b- Functioning mechanisms and services within the official institutions. The efficiency rates of these services have to be evaluated by independent experts through sample surveys.</p> <p>1.4.c- Notified infractions by the municipality services in relation to the total number of delivered permits. Number of building infraction settlement operations in relation to the total building stock in the city.</p> <p>1.4.d- A land use survey must be conducted and the situation of the existing institutions and activities investigated. A GIS supported analysis will allow defining areas where land use regulations are not respected.</p>
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<b>Time reference</b>	Annual
<b>Sources of data</b>	1.4.a- Require expert evaluation 1.4.b- Al Fayhaa Commune + sample surveys by experts for efficiency 1.4.c- Municipalities engineering sections, and the local "Urban Planning" office. 1.4.d- Survey to establish detailed land use, expert analysis to define derogations.
<b>Evaluation, Limitations</b>	1.4.a- Qualitative evaluations 1.4.b- The existence of mechanisms does not mean that they are functioning properly. An assessment value of their efficient functioning could be added, however it will tend to be a subjective evaluation. 1.4.c- The follow up by the municipalities of the constructions' compliance with the delivered building permits is very aleatory. 1.4.d- The definition of institutions (industrial, services or handicraft) not compatible with their location is very critical in a city where handicraft and artisanal workshops constitute a major economic activity, and requires a thorough definition of criteria in classifying uses and activities.
<b>Geographical coverage</b>	Evaluations to be performed at two levels - The Commune of Al-Fayhaa - The City
<b>Identification of benchmark values</b>	Target for 1.4.a is 2(yes), Target for 1.4.b is 0% For 1.4.c- the first year of evaluation will constitute the bottom line against which could be assessed the yearly evolution.

### 1.5- Develop a comprehensive strategy for the revival of the Tripoli center.

<b>Rationale</b>	<p>Regeneration of the central and the historic and heritage districts (central areas) in the three cities.</p> <p>The central and historic districts in the three cities are in a degraded situation mainly Tripoli central areas where the vacancy rates of the premises are the highest in Al-Fayhaa. The establishment of a revival process of these areas targets besides the upgrading of their urban environment and their reinsertion into the dynamics of the city development, the efficient exploitation of the potential invaluable urban capital they present within the cities.</p> <p>The rehabilitation and revival of these districts in the three cities require the establishment of a comprehensive and sustainable strategy for each, embracing the physical-urban as well as socio-cultural and economic aspects, including the funding of their implementation, and their gradual execution.</p> <p>The rehabilitation of the public squares and places in the cities and the main arteries constitute a basic step in upgrading the image of the city.</p>
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Definition	Revival of the central and the historic and heritage districts.
1.5.a- Comprehensive revival strategy for the Tripoli central district.	1 <input type="checkbox"/> No strategy 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> strategy is being Developed 4 <input type="checkbox"/> there are partial redevelopment plans, % of total area 5 <input type="checkbox"/> Strategy is being Implemented % implemented
1.5.b- Comprehensive revival strategy for the Tripoli historic district and peripheral transitional heritage areas.	1 <input type="checkbox"/> No strategy 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> strategy is being developed 4 <input type="checkbox"/> there are partial redevelopment plans, % of total area 5 <input type="checkbox"/> Strategy is being implemented % implemented
1.5.c- Comprehensive revival strategy for the El-Mina historic district and peripheral transitional heritage areas.	1 <input type="checkbox"/> No strategy 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> strategy is being developed 4 <input type="checkbox"/> there are partial redevelopment plans, % of total area 5 <input type="checkbox"/> Strategy is being implemented % implemented
1.5.d- Comprehensive revival strategy for Beddaoui central heritage district	1 <input type="checkbox"/> No strategy 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> strategy is being developed 4 <input type="checkbox"/> there are partial redevelopment plans, % of total area 5 <input type="checkbox"/> Strategy is being implemented % implemented
1.5.e- Quality of public spaces	
1- Quality of city squares	1 <input type="checkbox"/> % good 2 <input type="checkbox"/> % acceptable 3 <input type="checkbox"/> % less than acceptable 4 <input type="checkbox"/> % bad
2- Quality of main city arteries	1 <input type="checkbox"/> % good 2 <input type="checkbox"/> % acceptable 3 <input type="checkbox"/> % less than acceptable 4 <input type="checkbox"/> % bad

<b>Methodology</b>	<p>Determination of central, historical and heritage districts supported with GIS database.</p> <p>1.5.a, 1.5.b, 1.5.c, 1.5.d:- the availability of a comprehensive strategy or partial plans, and the percentage of rehabilitated areas compared to the total area of the considered city district.</p> <p>1.5.e:- define public squares and main arteries supported with expert evaluation of quality as far as layout, landscaping, urban furniture, paving, and attractiveness to pedestrian.</p> <p>Evaluation criteria have to be set prior to assessments.</p>
<b>Time reference</b>	Annual
<b>Sources of data</b>	Commune of Al-Fayhaa and Municipalities along expert analysis.
<b>Evaluation, Limitations</b>	All these indicators are qualitative indicators requiring expert evaluation.
<b>Geographical coverage</b>	The Commune and the Cities
<b>Identification of benchmark values</b>	Target values could be: the availability of comprehensive regeneration strategies in two years time, and 30% implementation in 2015 and 80% in 2020

## 1.6- Develop an urban rehabilitation program for the deprived neighborhoods of the Al-Fayhaa cities.

<b>Rationale</b>	<p>The urban quality of the city depends on the reduction of disparities among its various neighborhoods. The cities of Al-Fayhaa witness a trend of deterioration of its neighborhoods within the past decades, which imposes a comprehensive intervention to reverse this trend and upgrade gradually its deteriorated and deprived neighborhoods.</p> <p>These include the central and the heritage and historical neighborhoods that have been addressed through Target 1.5, the present indicators target deteriorated neighborhoods outside these areas as well as informal or irregular settlements.</p> <p>The rehabilitation of deprived neighborhoods involves comprehensive strategies embracing the physical-urban as well as socio-cultural and economic aspects, including the funding of their implementation, and their gradual execution.</p>	
<b>Definition</b>	Upgrading of degraded neighborhoods.	
1.6.a- Delimitation of deprived neighborhoods.		1 <input type="checkbox"/> Areas of deprived neighborhoods Year..... 2 <input type="checkbox"/> Areas of informal neighborhoods Year.....
1.6.b- Comprehensive rehabilitation programs for the deprived neighborhoods		1 <input type="checkbox"/> No strategy 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> strategy is being developed 4 <input type="checkbox"/> there are partial redevelopment plans, % of total area 5 <input type="checkbox"/> Strategy is being implemented % implemented
1- Upgrading of public spaces		1 <input type="checkbox"/> No strategy 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> strategy is being developed 4 <input type="checkbox"/> there are partial upgrading plans, % of total area 5 <input type="checkbox"/> Strategy is being implemented % implemented
2- Upgrading of infrastructure services		1 <input type="checkbox"/> No strategy 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> strategy is being developed 4 <input type="checkbox"/> there are partial upgrading plans, % of total area 5 <input type="checkbox"/> Strategy is being implemented % implemented
3- Upgrading of buildings' quality		1 <input type="checkbox"/> No strategy. 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> strategy is being developed 4 <input type="checkbox"/> there are partial upgrading plans, % of total area 5 <input type="checkbox"/> Strategy is being implemented % implemented
4- Socio-economic upgrading programs		1 <input type="checkbox"/> No strategy. 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> strategy is being developed 4 <input type="checkbox"/> there are partial upgrading plans, % of total area 5 <input type="checkbox"/> Strategy is being implemented % implemented
1.6.c- Population living in deprived neighborhoods		Percent of population living in deprived neighborhoods to the total population of Al-Fayhaa



1.6.d- Informal settlements within Al-Fayhaa	<input type="checkbox"/> Area hectare. <input type="checkbox"/> Percent of area size of informal settlements, to the total urban area size. <input type="checkbox"/> Percent population living in informal settlements, compared to total Al-Fayhaa population.
1.6.e- Funds allocated for upgrading of deprived neighborhoods.	<input type="checkbox"/> Public funds in U.S.\$. <input type="checkbox"/> Donors contribution funds in U.S.\$. <input type="checkbox"/> Private investments in U.S.\$..

<b>Methodology</b>	<p>1.6.a- Determination of deprived and informal neighborhoods supported with GIS database, based on urban environmental quality, public spaces conditions, building conditions, land uses, residents socio-economic situation. The mapping of poverty pockets and slum areas supports visualizing the geographic distribution and concentration of severe poverty, and its evolution in time. It allows to fine tune the targeting of social development programs and projects.</p> <p>1.6.b- Existence of comprehensive upgrading programs that could be broken down into its components:  - public spaces  - infrastructure services  - buildings' quality  - socio-economic conditions</p> <p>1.6.c- Percent of Al-Fayhaa population living in deprived neighborhoods</p> <p>1.6.d- Area of informal or irregular settlements, Percent of Al-Fayhaa population living in informal settlements compared to the total population in the Commune.</p> <p>1.6.e- All financing related to the upgrading of deprived areas, including all stages from studies to implementation and covering all aspects: environmental, physical as well as socio-economical .</p>
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	Al-Fathaa Commune and municipalities. The proposed master plan studies 2001-2002 could serve as initial background for the determination of deprived neighborhoods, as well as various studies related to specific neighborhoods.
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<b>Evaluation, Limitations</b>	The delimitation and the efficiency of proposed programs will depend on the development criteria that should be defined with each program. Eventually the funding of upgrading activities could be disaggregated by stages (studies or implementation) and aspects (environmental, social, economical)
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<b>Geographical coverage</b>	The Commune of Al-Fayhaa
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<b>Identification of benchmark values</b>	Target values could be: the availability of comprehensive regeneration strategies in two years time, and 30% implementation in 2015 and 80% in 2020 1.6.d- Target value 0% in 2020
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<b>Inter-linkages between indicators</b>	This goal and its indicators' cluster are complementary to goal 3.3
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<b>Compatibility with National and Global indicators</b>	1.6.c- is compatible with MDG indicator 7.10
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## 1.7- Establish a development plan for the urban coastal zone.

<b>Rationale</b>	<p>The maritime façade of Al-Fayhaa on the Mediterranean constitutes one of the major natural resources of the Commune requiring a coastal management strategy to be revalorized.</p> <p>This long coastal stretch is neglected and in a derelict and environmentally degraded situation aside from the Harbor and the fishermen's port located in the middle of the coastal stretch, the latter being also in bad environmental conditions.</p> <p>The use and destination of the coastal stretch within Al-Mina is regulated by the decree N° 16353 item M8, dated 10/2/2006, that has not been applied so far.</p> <p>The sustainable development of the Commune cannot be achieved without the efficient management of its maritime front for public leisure uses that lack drastically in the Cities, besides its importance as a major tourism resource. However, it is also essential to maintain the natural character of the coastline, avoiding artificialization.</p>
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<b>Definition</b>	Level of achievement of coastal zone management strategy and its implementation.
1.7.a- Sustainable coastal zone management strategy	1 <input type="checkbox"/> No strategy. 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> Strategy is being developed 4 <input type="checkbox"/> There are partial redevelopment plans, % of total coastal stretch 5 <input type="checkbox"/> Strategy is being implemented % implemented
1.7.b- Is the coastal zone management plan accompanied with appropriate funding for implementation	1 <input type="checkbox"/> No funds. 2 <input type="checkbox"/> Yes full funding available 3 <input type="checkbox"/> Yes partial funding available (percent of total funding required)
1.7.c- Environmentally upgraded coastline stretch	Coastline stretch that has been upgraded as percentage of total urban coastline stretch.
1.7.d- Has the coastal zone management plan involved representatives of the following?	1 <input type="checkbox"/> Non-governmental organizations. 2 <input type="checkbox"/> Research and academic institutions 3 <input type="checkbox"/> The private sector 4 <input type="checkbox"/> International institutions
1.7.e- Public facilities realized on the coastal stretch	1 <input type="checkbox"/> Leisure % of coastal stretch. 2 <input type="checkbox"/> Sports % of coastal stretch. 3 <input type="checkbox"/> Cultural % of coastal stretch. 4 <input type="checkbox"/> Activities for youth % of coastal stretch. 5 <input type="checkbox"/> Activities for children % of coastal stretch. 6 <input type="checkbox"/> Activities for elderly % of coastal stretch.
1.7.f- Public opinion (awareness) of the coastal stretch management	Surveys responding to the following: 1 <input type="checkbox"/> Properly managed. % 2 <input type="checkbox"/> Badly managed. % 3 <input type="checkbox"/> Environmentally acceptable. % 4 <input type="checkbox"/> Environmentally not acceptable %

<b>Methodology</b>	Experts' evaluation and environmental assessment of the coastline. Public awareness is very important in stimulating authorities to take actions. Sample surveys to be conducted yearly.
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	Local authorities and experts evaluation.
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<b>Evaluation, Limitations</b>	Qualitative expert evaluation
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<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Baseline: Establishment of sustainable coastal management strategy target date 2012 Implementation target dates 30% 2015, 80% 2020

## 1.8- Establish a mobility & urban public transportation system.

<b>Rationale</b>	<p>Mobility (transport management) &amp; accessibility</p> <p>Transport plays a determining role in the economy and quality of life in the city. While the revival and the economic development of the central areas depend to a large extent on their accessibility.</p> <p>The management of transport in the city regulates demand for transport and promotes alternative modes of mobility, mitigating the sweeping intrusion of the private vehicles within the city streets and places, reducing congestion and environmental pollution, reducing meanwhile travel time. It has to be assorted with traffic and parking management plans that allow efficient use of the streets.</p> <p>The Al-Fayhaa cities are compact urban areas adequate for pedestrian and non motorized circulation, provided pedestrian friendly, attractive and safe walkways are planned.</p>
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<b>Definition</b>	Efficient mobility, alternative transportation modes and adequate accessibility to the central areas of the three cities	
1.8.a- Transport management strategy	1 <input type="checkbox"/> No strategy 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> Strategy is being developed 4 <input type="checkbox"/> Strategy is being implemented % implemented	
1.8.b- Travel time within the city	1 <input type="checkbox"/> Average travel time in minutes for a one way work trip in the City. 2 <input type="checkbox"/> Average travel time in minutes for a one way shopping trip in the city. 3 <input type="checkbox"/> Average travel time in minutes for a one way schooling trip in the city.	
1.8.c- Transport facilities	1 <input type="checkbox"/> Number of private cars per capita. 2 <input type="checkbox"/> Number of public transport vehicles within the city per capita. 3 <input type="checkbox"/> Number of taxi (service) vehicles within the city per capita. 4 <input type="checkbox"/> Number of two-wheel motorized vehicles per capita.	
1.8.d- Alternative modes of transport	1 <input type="checkbox"/> % of trips using private cars in the City. 2 <input type="checkbox"/> % of trips using taxi (service) transport in the city 3 <input type="checkbox"/> % trips using bicycles or two wheel vehicles 4 <input type="checkbox"/> % of walking trips	
1.8.e- Accessibility to central areas		
1. Car parking system to serve central areas	1 <input type="checkbox"/> There is none. 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> System is being developed 4 <input type="checkbox"/> System is being implemented % implemented	
2. Pedestrian accessibility to central areas	1 <input type="checkbox"/> % of length of streets in central areas with adequately managed sidewalks. 2 <input type="checkbox"/> % of length of streets in central areas with adequate urban furniture 3 <input type="checkbox"/> % of length of streets in central areas clean from waste and dirt.	

1.8.f- Pedestrian friendly streets in the city	<input type="checkbox"/> % of length of streets with safe, pleasant and adequate sidewalks. <input type="checkbox"/> % of length of streets with landscaped sidewalks. <input type="checkbox"/> % of length of streets with sidewalks having adequate urban furniture <input type="checkbox"/> % of length of pedestrian unfriendly streets
<b>Methodology</b>	<p>1.8.a- Transport management strategy involves:</p> <ul style="list-style-type: none"> <li>- rationalizing land uses in the City (e.g.. removing storage and warehousing functions from the residential areas, balanced and equitable distribution of public facilities like schools, health facilities etc....)</li> <li>- controlling the demand for transport.</li> <li>- creating alternative modes of transport.</li> <li>- efficient use of roads</li> </ul> <p>1.8.b- Average of all travel modes, one trip includes besides travel time, waiting and walking times to reach destination..</p> <p>1.8.c- The ratio of transport facilities highlight the importance of the available vehicular transport modes in the city. While the ratio of alternative modes of transport (1.8.d) indicates the importance of the adopted means of transport in the city.</p> <p>1.8.e, 1.8.f- These are indicators of accessibility to the city central areas and quality of pedestrian network. They require surveys of the city roads and walkways. Once a data base is constituted on GIS system, annual assessments could be easily introduced.</p> <p>These indicators merge issues of transportation, city image, environment, health and society, into one visible measurement.</p>
<b>Time reference</b>	Annual
<b>Sources of data</b>	<p>1.8.a- Al-Fayhaa Commune, expert evaluation.</p> <p>1.8.c- Data could be obtained from the official car registration department.</p> <p>1.8.b, 1.8.d, 1.8.e, 1.8.f - are obtained from transport surveys. Specific recent transport studies may provide adequate information.</p> <p>Transportation planning experts must be consulted.</p>
<b>Evaluation, Limitations</b>	<p>1.8.b- Given the fact that this indicator is based on average values, it will provide information on the range of travel times used by different type of commuters.</p> <p>1.8.c- It is understood that the ownership of private cars is not necessarily due to circulation needs, however the ratios of the various transport facilities indicate the importance of the alternative vehicular modes in the city.</p> <p>1.8.d- Is complementary to indicator 1.8.c</p> <p>1.8.e, 1.8.f- Criteria for evaluation should be set by experts. These are mainly qualitative evaluations.</p>
<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	<p>1.8.a- strategy development target 2012, implementation target 30% 2015 and 80% 2020</p> <p>1.8.b, 1.8.c, 1.8.d, 1.8.e, 1.8.f – benchmark and targets to be developed through expert consultation.</p>
<b>Inter-linkages between indicators</b>	Indicators 1.8.b, 1.8.c and 1.8.d are compatible with UNHABITAT (2009) Goal 13 indicators

**STRATEGIC LINE 2:  
ENHANCE CITY COMPETITIVENESS THROUGH SUPPORT TO THE  
ECONOMIC SECTORS AND DEVELOPMENT OF INFRASTRUCTURES  
AND PUBLIC EQUIPMENTS.**

**2.1- Revival of major infrastructures (harbor, airport, roads network, rail network) targeting at the activation of the Al-Fayhaa role as a gateway to the Middle East Arab countries.**

<b>Rationale</b>	<p>Major regional infrastructure facilities are located within the Al-Fayhaa (Harbor, Rail Station, petrochemical refinery) and North Lebanon (Klaiaat airport). They were strong economic activators of the Al-Fayhaa cities during different periods, enhancing its regional role.</p> <p>Besides major regional roads are planned long time ago without implementation, Linking Al-Fayhaa regionally..</p> <p>These infrastructure facilities are either non-operational or functioning well below their expected capacities (e.g. the harbor).</p> <p>The revival of these regional infrastructure facilities will constitute a strong impetus for the activation of the Al-Fayhaa economy and allow it to regain its position on the regional map.</p>
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Definition	Reactivation of major local infrastructure facilities	
2.1.f- Tripoli harbor development		1 <input type="checkbox"/> % implementation of the Harbor Technical Upgrading Master Plan. 2 <input type="checkbox"/> Establish a master plan for the physical development of the harbor within its setting. 3 <input type="checkbox"/> Plan for a passenger terminal. 4 <input type="checkbox"/> Vessel arrivals per year. 5 <input type="checkbox"/> Annual cargo tonnage. 6 <input type="checkbox"/> Annual passenger traffic. 7 <input type="checkbox"/> Annual revenue. 8 <input type="checkbox"/> Employees Number.
2.1.g- Kolaiaat airport (strategy for the activation of the airport)		1 <input type="checkbox"/> No Strategy 2 <input type="checkbox"/> Yes there is a strategy. 3 <input type="checkbox"/> strategy is being developed 5 <input type="checkbox"/> Strategy is being implemented % implemented
2.1.h- Roads network (strategy for implementation of major regional and local planned roads)		1 <input type="checkbox"/> No strategy 2 <input type="checkbox"/> Yes there is a strategy 3 <input type="checkbox"/> Strategy is being developed 4 <input type="checkbox"/> Western through highway % implemented 5 <input type="checkbox"/> Eastern ring road % implemented 6 <input type="checkbox"/> Eastern through highway % implemented
2.1.i- Rail network (Strategy for the activation of the rail transport system)		1 <input type="checkbox"/> Is there a political consensus for the activation of the railway? 2 <input type="checkbox"/> Is there a strategy for the activation of the railway? 3 <input type="checkbox"/> Is the funding available for the application of the railway activation strategy? 4 <input type="checkbox"/> Strategy is being implemented % implemented

2.1.j- Al-Beddaoui petrochemical refinery reactivation strategy	1 <input type="checkbox"/> Is there a strategy for the activation of the refinery? (yes/no) 2 <input type="checkbox"/> Is there a strategy for the Development of the tank farm lands? (yes/no) 3 <input type="checkbox"/> Strategy (1) is being implemented % implemented 4 <input type="checkbox"/> Strategy (2) is being implemented % implemented
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<b>Methodology</b>	<p>2.1.a- Establishment of a time schedule for the implementation of the Harbor technical development master plan. The physical development master plan of the premises and the planning of the passenger terminal through expert consultation. Indicators 4, 5, 6, 7 and 8 display the evolution of the harbor activities.</p> <p>2.1.b- The Koleiaat airport is a national facility, its activation is subject to a political decision from the central administration and the establishment of a strategy for its eventual development.</p> <p>2.1.c- Major roads were planned through time, however very little have been implemented, besides the absence of an overall strategy relating these planned road to the development of the Commune and putting a hierarchy in their importance and a time schedule for their implementation. Various studies in this respect, Master plan, Transportation study for Al-Fayhaa, were all neglected. The development of this major network (western through highway, eastern ring, eastern through highway etc...) requires a thorough study of their importance and their interlinkage to the local roads network, and the establishment of an implementation schedule.</p> <p>2.1.d- The railway station in Tripoli as well as the railway connecting to Syria are in derelict situation. There was an understanding with Syria for the rehabilitation and the reactivation of the rail transport between Tripoli and the Syrian border. However no actions were taken. The reactivation of the railway has both political and technical dimensions.</p> <p>2.1.e- Al-Beddaoui petrochemical refinery which is in a derelict situation presents two facilities:  - The refinery that is a national facility whose activation will have a wide effect on the national economy besides its local impacts.  - The extensive tank farm lands, most of it not used, can house one of the main petrochemicals storage facility in the country, which are actually located in urban areas and constitute high risk and danger spots.  The activation of these facilities requires the establishment of strategies on the central administration level.</p>
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	2.1.a- Tripoli Harbor authorities 2.1.c, 2.1.d- Al-Fayhaa Commune, Ministry of Public Works and the Council of Development and Reconstruction. 2.1.e- Al-Fayhaa Commune, Ministry of Energy and Water
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<b>Evaluation, Limitations</b>	2.1.a- evaluation of indicators 1, 2, 3 will be based on established time schedule for implementation of plans 2.1.b, 2.1.c, 2.1.d, 2.1.e- Evaluation criteria for implementation have to be developed with the development of the strategies for each facility.
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<b>Geographical coverage</b>	Al-Fayhaa Commune, North Lebanon
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<b>Identification of benchmark values</b>	Benchmark and target values to be established through expert consultations in each case
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## 2.2- Improve the city's technological information network

<b>Rationale</b>	<p>Information and communication technologies acquire gradually increasing importance in the economic and cultural development of societies, and their openness, awareness and partaking into the global evolution. They constitute indispensable keys to the city competitiveness.</p> <p>Moreover, the adoption of information and communication technologies in public services can make governments more transparent, thereby reducing corruption and leading to better governance.</p>
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<b>Definition</b>	Promote communications and information technologies	
2.2.a- Make available the benefits of communication technologies		1 <input type="checkbox"/> Number of telephone lines per 100 population. 2 <input type="checkbox"/> Number of cellular subscribers per 100 population.
2.2.b- Make available the benefits of information technologies		1 <input type="checkbox"/> Number of personal computers (operated by a single user at a time) per 100 population 2 <input type="checkbox"/> Number of internet users per 100 population.
2.2.c- Citizen internet access to municipal services information		1 <input type="checkbox"/> Not available. 2 <input type="checkbox"/> Available. 3 <input type="checkbox"/> Partial availability: number of services or municipal sections.

<b>Methodology</b>	<p>2.2.a, 2.2.b- the relevance of these indicators is in their comparison with respect to national, regional and global equivalent indicators.</p> <p>2.2.a-(1): total telephone subscribers number is divided by the population and multiplied by 100.</p> <p>2.2.a-(2): total cellular subscribers number is divided by the population and multiplied by 100.</p> <p>2.2.b-(1): total number of personal computers in use is divided by the population and multiplied by 100.</p> <p>2.2.b-(2): total number of internet users is divided by the population and multiplied by 100.</p> <p>2.2.b- citizen's internet access to municipal services facilitates the access to these services, reduces partially the weight on these sections and the need for frequent personal reviews and follow up visits by the concerned people.</p>
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	<p>2.2.a- Data are collected from service providers, Ministry of Telecommunications, mobile phone operators.</p> <p>2.2.b- (1): Data are based largely on surveys.  (2): Service providers could constitute a basic source of information for subscribers; however internet users' reliable data are either based on surveys, or the application of average multipliers to estimate the number of users per subscriber. The latter being also based on surveys.</p> <p>2.2.c- Municipalities, the Commune of Al-Fayhaa</p>
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<b>Evaluation, Limitations</b>	<p>2.2.a- (1) and (2) are readily available from ministry records and tend to be timely and complete,</p> <p>2.2.b- (1) and (2) information technology use is not yet current in household surveys in the country.</p>
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<b>Geographical coverage</b>	Al-Fayhaa Commune
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<b>Identification of benchmark values</b>	2.2a, 2.1b - Benchmarks and targets have to be established based on national, regional and global trends. 2.2c- The target is to have internet access to all the Municipal services.
<b>Compatibility with National and Global indicators</b>	These Indicators are compatible with MDG goal 8, indicators 47, 48A and 48B.

### 2.3- Create cultural attraction facilities of regional scope (e.g. contemporary art museum)

<b>Rationale</b>	<p>Major cultural facilities and activities are distinctive features of regional centers. They promote communication and interaction within the city population and with the region and the world, and often constitute key impulsion factors of development.</p> <p>Tripoli was traditionally an important cultural center, the re-acquisition of its position as a cultural hub depends both on the cultural activities of regional scope it upholds and the operating cultural facilities in it with regional attraction.</p> <p>The cultural heritage sites and monuments that are major characteristics of the Al-Fayhaa constitute invaluable attraction locations to harbor activities and events of regional scope in case they are properly rehabilitated and effectively operated.</p>
<b>Definition</b>	<p>Re-establish the position of Al-Fayhaa as a regional cultural hub.</p> <p>Cultural activities and facilities that have a regional, national and extra national attraction beyond their direct function of serving the local populations.</p>
2.3.a- Cultural facilities of regional scope	<p>1 <input type="checkbox"/> Number of museums and exhibition facilities.</p> <p>2 <input type="checkbox"/> Number of theaters.</p> <p>3 <input type="checkbox"/> Number of cultural centers.</p> <p>4 <input type="checkbox"/> Number of public libraries.</p>
2.3.b- Cultural heritage sites and monuments	<p>1 <input type="checkbox"/> Is there a management strategy for the cultural heritage sites and monuments? (Yes/No).</p> <p>2 <input type="checkbox"/> Number of active cultural heritage sites and monuments compared to the inventory of these sites.</p>
2.3.c- Cultural activities and events	<p>1 <input type="checkbox"/> Is there an agenda for activities of regional scope (Yes/No)</p> <p>2 <input type="checkbox"/> Number of events and cultural activities of regional scope.</p> <p>3 <input type="checkbox"/> Number of events and cultural activities with limited local attendance.</p>
<b>Methodology</b>	<p>2.3.a- Active cultural facilities within Al-Fayhaa.</p> <p>2.3.b- Cultural heritage sites or monuments that are functioning compared to the total number of inventoried sites.</p> <p>2.3.c- The existence of a yearly agenda coordinated by the municipalities, sponsored by the local associations or the local authorities. Activities and cultural events that attract populations from the region and outside the Al-Fayhaa distinguished from cultural activities addressed to local population. The inventory of events and activities has to be tracked all along the year. Eventually activities and events could be disaggregated by type in a tabular format.</p>
<b>Time reference</b>	Annual
<b>Sources of data</b>	<p>2.3.a- Data collected through survey.</p> <p>2.3.b- Municipalities.</p> <p>2.3.c- Data derived from events' registry from cultural and social centers and associations, distinguishing activities of regional scope from events with limited local scope.</p>
<b>Evaluation, Limitations</b>	<p>2.3.a, 2.3.a- Data can be derived easily and with precision.</p> <p>2.3.c- The distinction between events and activities of limited local audience and those of regional scope has to be based on clear criteria.</p>

<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Benchmarks and Targets for cultural facilities as well as activities and events have to be established through a comprehensive development strategy.
<b>Inter-linkages between indicators</b>	Complementary to goal 5.4 and its indicators' cluster

## 2.4- Revitalization of the Rachid Karamah International Fair facilities.

<b>Rationale</b>	<p>The international fair was established in Tripoli in the sixties as a regional facility, to promote the economical activities and tourism in the city and the region, through organized international exhibitions, festivities and cultural events, stimulating meanwhile the cultural, commercial and tourism interaction of the region with the world, and highlighting the regional role of the city.</p> <p>Designed by one of the leading architects of the twentieth century, Oscar Nemeir, the International Fair is an architectural landmark, so scarce in our country, which has acquired since a cultural heritage position within the city, even though the finishing of large parts of it are not completed yet, while parts of it under use have been deformed from the purity of the original design concept.</p> <p>The efficient exploitation of the International Fair potentials in consistence with the contemporary and future prospects, preserving and strengthening meanwhile its landmark values, will have multidimensional development effects on the Al-Fayhaa and its regional role.</p>
<b>Definition</b>	<p>The efficient exploitation of the International Fair potentials, involves the generation of productive activities culturally and economically, the sustaining of its landmark attributes and the creation of job opportunities.</p>
2.5.a- Establishment of a strategy for the efficient exploitation of the International Fair premises.	<p>1 <input type="checkbox"/> No strategy.  2 <input type="checkbox"/> Yes there is a strategy.  3 <input type="checkbox"/> Strategy is being developed.  4 <input type="checkbox"/> Strategy is being implemented %implemented.</p>
2.5.b- Activities and events within the International Fair premises	<p>1 <input type="checkbox"/> Number of cultural activities.  2 <input type="checkbox"/> Number of social activities.  3 <input type="checkbox"/> Number of economical activities.</p>
2.5.c- The economic returns from the International Fair	<p>1 <input type="checkbox"/> Number of job positions created through the International fair activities.  2 <input type="checkbox"/> The net economic returns in U.S.\$ to the local government from the international fair activities.</p>
<b>Methodology</b>	<p>2.4.a- The establishment of a strategy is a political decision that requires extensive lobbying.  2.4.b- Activities and events have to be classified and inventoried according to their character and importance.  2.4.c- The total jobs created within the International Fair and through its activities, and the taxes perceived by the municipality (or public administration) on the activities' economic returns.</p>
<b>Time reference</b>	Annual
<b>Sources of data</b>	Rachid Karamah International Fair Board of Directors
<b>Evaluation, Limitations</b>	<p>2.4.b- The number of activities and events will not reflect their importance, unless marginal and major events are separately inventoried  2.4.c- It is as well important to estimate the indirect jobs generated through the International Fair activities, which could be established through expert evaluations at latter stages.</p>
<b>Geographical coverage</b>	Rachid Karamah International Fair grounds
<b>Identification of benchmark values</b>	Target values have to be developed along the establishment of International Fair premises' activation strategy.

## 2.5- Establish the economic zone and implement master plan orientations concerning the industrial zones.

<b>Rationale</b>	Al-Fayhaa presents important potentials (relatively cheap technical manpower, available land, multiple transportation modes, historic tradition as industrial pole now faded away, etc..) for the development of the industrial sector as a major drive for the activation of the city economy and the creation of important and valuable job opportunities. However, this requires the establishment of a strategy for the realization of special economic zones that are under study (Tripoli Port Special Economic Zone, Techno pole) and the development of industrial zones equipped with adequate industrial infrastructure and controlled through comprehensive environmental regulations.
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<b>Definition</b>	Establish special economic zones, and promote the industrial sector in Al-Fayhaa
2.5.a- Special economic zone at Tripoli Harbor.	<input type="checkbox"/> 1 Pre-studies completed (yes/no) <input type="checkbox"/> 2 Implementaion policies adopted (yes/no) <input type="checkbox"/> 3 Implementation financing guaranteed (yes/no) <input type="checkbox"/> 4 % implementation completed <input type="checkbox"/> 5 Nr of industries installed <input type="checkbox"/> 6 Nr of jobs created
2.5.b- Special Economic zone Techno-Pole.	<input type="checkbox"/> 1 Pre-studies completed (yes/no) <input type="checkbox"/> 2 Implementaion policies adopted (yes/no) <input type="checkbox"/> 3 Land allocated (yes/no) <input type="checkbox"/> 4 Implementation financing guaranteed (yes/no) <input type="checkbox"/> 5 % implementation completed <input type="checkbox"/> 6 Nr of businesses installed <input type="checkbox"/> 7 Nr of jobs created
2.5.c- Industrial zones development.	<input type="checkbox"/> 1 Industrial zones master plan established (yes/no) <input type="checkbox"/> 2 Industrial zones provided with complete industrial infrastructure (yes/no) <input type="checkbox"/> 3 Nr of industries installed in industrial zones <input type="checkbox"/> 4 Nr of jobs created in industrial zones
2.5.d- Industrial sector evolution in Al-Fayhaa	<input type="checkbox"/> 1 Number on industrial institutions. <input type="checkbox"/> 2 Number on industrial institutions registered this year. <input type="checkbox"/> 3 Number of jobs provided by industrial institutions. <input type="checkbox"/> 4 Municipal revenues from industrial institutions.

<b>Methodology</b>	<p>2.5.a, 2-5.b, tracking down the evolution of the projects.</p> <p>2.5.c- Tracking down the evolution of industrial zones development. Statistics in this indicator refers to industries installed within the planned industrial zones.</p> <p>2.5.d- Tracking down the evolution of the Industry Sector all over Al-Fayhaa, since large number of institutions operate outside the industrial zones. A comparative analysis of 2.5.c and 2.5.d allows the assessment of the application of the master plan land uses.</p> <p>Statistics on Industries and jobs created could be disaggregated by types of industries and size of enterprises, which are available in the official statistics.</p> <p>The municipal revenues from industrial institutions are the municipal taxes on exploitation and the occupation of premises; they indicate the importance of local industries in the local finances.</p>
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<b>Time reference</b>	Annual
<b>Sources of data</b>	<p>For tracking down the evolution of the industrial zones, the sources of information are the Ministry of industry and the Al-Fayhaa municipalities in addition to the specific Councils charged with the development of these projects.</p> <p>Data on industries and jobs provided: the industrial censuses could be used as source of basic information from the Central Administration of Statistics, the Ministry of Industry, the Tripoli Chambre of Commerce Industry and Agriculture, beside local surveys and municipalities registries.</p> <p>The municipal revenues from industrial institutions are derived from the registers of the Finance sections within the municipalities.</p>
<b>Evaluation, Limitations</b>	<p>The identification of the industrial institutions in Al-Fayhaa, which is very rich with artisanal handicraft businesses, has always been very uncertain. A clear separation of both requires the establishment of criteria distinguishing them one from the other.</p>
<b>Geographical coverage</b>	Al-Fayhaa
<b>Identification of benchmark values</b>	<p>Benchmark and target values to be established through expert consultation for the development of the industrial zones.</p> <p>The first year evaluations will constitute the benchmark of the industrial statistics to assess the evolution of the sector, while targets will depend of the capacities of the industrial zones.</p>

### STRATEGIC LINE 3: REINFORCE THE SOCIAL DEVELOPMENT POLICIES

#### 3.1- Achieve political/social consensus supporting the application of laws concerning the “social” and “educational” sectors.

<b>Rationale</b>	<p>Social development in the Commune depends to a large extent on concerted actions by local authorities and associations towards objectives defined through consensual social development strategies.</p> <p>While the application of social development policies are reflected on the social development conditions in the Commune expressed through social welfare and living conditions articulated in the Social Millennium Development Goals, considering the right to development of societies and the right to a life free from poverty as basic human rights.</p>
<b>Definition</b>	<p>Social development strategies define goals and set targets to achieve social welfare, integration and inclusion in the city reducing social disparities that are sources of tension, through the following basic considerations:</p> <ul style="list-style-type: none"> <li>- Eradication of poverty crucial for social integration and inclusion; poverty levels being defined through national poverty thresholds.</li> <li>- Reducing under-five mortality, which is indicative of quality of life and health conditions in the city: malnutrition, poor life conditions i.e. poor shelter, polluted water and inadequate sanitation.</li> <li>- Employment opportunities and insurance.</li> <li>- Level of safety in the city.</li> <li>- Universal primary education and guaranteed essential education.</li> </ul>
3.1.a- Strategies for social welfare, harmony and equity in the Commune.	<input type="checkbox"/> No strategy. <input type="checkbox"/> Yes there is a strategy. <input type="checkbox"/> Strategy is being developed. <input type="checkbox"/> Strategy is being implemented
3.1.b- Poverty	
1. Population living below the national poverty line	<input type="checkbox"/> % Population living below lower poverty line <input type="checkbox"/> % Population living below upper poverty line
2. Poor households	% households living below the poverty line.
3.1.c- Child mortality	Under-five mortality rate
3.1.d- Employment	<input type="checkbox"/> Active population rate to total population. <input type="checkbox"/> Unemployment rate (% of active population)
3.1.e- Social security coverage	<input type="checkbox"/> % population covered by health insurance <input type="checkbox"/> % active population covered by retirement insurance
3.1.f- Level of security in the city	
1. Crime rates	<input type="checkbox"/> Number of reported crimes annually per 1000 population
2. Urban violence (existence of :)	<input type="checkbox"/> Areas considered as inaccessible or dangerous to the police: (yes/no). <input type="checkbox"/> Violence at school, among children: (none, some, a lot). <input type="checkbox"/> Official police against domestic violence: (yes/no). <input type="checkbox"/> Crime prevention police (yes/no). <input type="checkbox"/> weapons control police: (yes/no). <input type="checkbox"/> assistance programmes for victims of violence: (yes/no).

3.1.g- Achieve essential education	
1. Primary schooling	% net primary school enrolment.
2. Drop outs from primary schooling	% of pupils starting grade one who drop out from school before reaching last grade of primary
3. Adult basic literacy	Literacy rate Adults between 15 and 64 year olds

<b>Methodology</b>	<p>3.1.a- Social development strategies are concerted and planned policies and actions by local authorities and associations to achieve social welfare, harmony and equity in the Commune.</p> <p>3.1.b-1- As per MDG goals adopted for Lebanon:  Lower poverty line = USD 2.4 per capita income per day.  Upper poverty line = USD 4 per capita income per day.  2- Percentage of households below the poverty line with respect to the total number of households in the city provides a traditional measure of the general level of poverty in the city.  The household poverty line is taken as the income necessary to afford a minimum nutritionally adequate diet plus essential non-food requirements, for a household of a given size. Local data could be developed based on national data development basis by the Central Administration of statistics.</p> <p>3.1.c- Percentage of number of death of children below five year old during the year, to the average number of live birth during the last five years.</p> <p>3.1.d- Percentage of active population (comprising all persons over 15 years of age who furnish the supply of labor for the production of economic goods and services, plus the unemployed) to the total population who have reached the working ages (above 15 years) as per the definition of the Central Administration of statistics (CAS).  - Percentage of population of working ages (above 15 years) seeking work and have not worked for a period, to the total population who have reached the working ages (above 15 years); as per the definition of the CAS.</p> <p>3.1.e-Health and retirement insurances are covered by the National Social Security Fund(NSSF) as well as some private cooperatives and institutions like the professional syndicates and private insurance provider agencies. The Security Sector Insurance Scheme (SSIS) covers all members of the armed forces, State Security Forces and Public and General security Forces and employees of the Customs Office.  Health insurance to be considered with respect of total population.  Retirement insurance to be considered with respect of active working population.</p> <p>3.1.f- Number of penal code offenses (homicides, rapes thefts, assaults) recorded by law enforcement agencies. The definition of crime offenses by the United Nations Statistics Division to be adopted.  the qualitative data on urban violence complement the crime rates indicators that provide only a partial picture of the level of urban violence</p> <p>3.1.g- 1-School enrolment rate of children between ages 5 to 14 to the total population within this age group.  2-Proportion of pupils in the primary grades who do not complete their primary education  3-Adult literacy rate: percent of adult population (ages 16-65) lacking functional literacy skills to the total population within this age group.</p>
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<b>Time reference</b>	Annual, however some of these indicators (3.1.b, 3.1.c, 3.1.d) could be reviewed every two or three years because of the difficulty of gathering data and the slow changes in these variables.
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<b>Sources of data</b>	<p>3.1.a- Al-Fayhaa Commune.</p> <p>3.1.b- ministry of Social Affairs (MoSA), CAS and international organizations (e.g. UNDP) surveys. However most of these surveys are at Caza, Mohafaza or National levels. At the Al-Fayhaa level local surveys might be necessary. The aggregation of these data into the city quarters will be very useful in defining deprived areas in the city.</p> <p>3.1.c- Information for this indicator is extracted from Census data or from registry offices.</p> <p>3.1.d- Census data from MoSA, CAS and international organizations (e.g. UNDP) surveys. However most of these surveys are at Caza, Mohafaza or National levels. At the Al-Fayhaa level local surveys might be necessary.</p> <p>3.1.e- NSSF, SSIS, CAS, MoSA and international organizations (e.g. UNDP) surveys. However most of these surveys are at Caza, Mohafaza or National levels. At the Al-Fayhaa level local surveys might be necessary at the local Social Security offices, the professional syndicates and local private insurance providers.</p> <p>3.1.f- Law enforcement agencies registries.</p> <p>3.1.g- Ministry of education for student enrolment number and drop outs and CAS and MoSA for population censuses.</p>
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<b>Evaluation, Limitations</b>	<p>3.1.a- Benchmarks and targets for the various indicators in this the section could be established through social development strategies that must be defined,</p> <p>3.1.b - The precision level of these data depends on censuses on income where the accuracy level of data is generally low.</p> <p>3.1.c &amp; 3.1.d- Information concerning employment is often distorted by informal employment which is wide spread in the Commune and usually not reported in the censuses.</p> <p>3.1.f- The number of reported murders, rapes, thefts and assaults too often only represents the apparent crime, since not all offenses are reported to the police and therefore, in official statistics. Reports could be disaggregated by crime types. The urban violence indicators are qualitative data.</p> <p>3.1.g- Scholar retardation might cause some deformations to the net student enrolment rate, however adjustments are possible through the extensive information in this respect at the Ministry of Education.</p>
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<b>Geographical coverage</b>	Al-Fayhaa Commune
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<b>Identification of benchmark values</b>	<p>These indicators have to be kept in line with benchmarks and targets proposed on the national level.</p> <p>3.1.b, 3.1.c- According to MDG report on Lebanon, the target for 2015, concerning population living under lower poverty line is 4%, and for population living under upper poverty line is 10.3%.</p> <p>3.1.d- Under five mortality rate target for 2015, is set at 12 per thousand according to MDG report on Lebanon.</p> <p>3.1.f- Target is 100% coverage.</p> <p>3.1.h- Target is universal primary education and zero drop outs.</p>
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<b>Compatibility with National and Global indicators</b>	<p>Indicators in this section could be made compatible with the national and regional Social Development Index and "Social Development and Eradication of Poverty" Goals 6,7,and 8 (2009) UNHABITAT</p> <p>3.1.c- is compatible with MDG goal 4, indicator 13</p> <p>3.1.b- is compatible with MDG goal 1, indicator 1</p> <p>3.1.d- is compatible with UNHABITAT (2009) goal 15 indicator 4.1</p> <p>3.1.g- is compatible with MDG goal 2, indicator 6</p>
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### 3.2- Strengthen technical schools through the development of their theoretical and practical teaching curricula, and make mandatory their certificates for the exercise of such professions (technical/handicraft).

<b>Rationale</b>	<p>Handicraft and artisanal businesses are deeply associated with the cultural heritage of the Al-Fayhaa cities. Mostly SMEs they still constitute its largest bulk of active businesses and job providers.</p> <p>The fast developing technological evolution renders essential the adequate formation and the continuous training of technicians and artisanal workers to keep pace with the evolving technological requirements and maintain the competitiveness of these businesses and assure their sustainability; besides the expected emerging demand from the projected industrial development in the Commune.</p> <p>To cope with these evolutions it is essential to establish an intermediation framework between the technical teaching and vocational training institutions and the local production, artisanal and services markets to provide more employment oriented training and services.</p> <p>This could be realized by the concerted action of the local Chamber of Commerce Industry and Agriculture and the local technical teaching and vocational training institutions, with the support of the local governments.</p>
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<b>Definition</b>	Promote qualification of technicians and establish intermediation framework between technical formation institutions and the local market.
3.2.a- Intermediation between local labor market and technical teaching and vocational training	
1- Intermediation framework between local labor market and technical teaching and vocational training institutions.	1 <input type="checkbox"/> No there is not. 2 <input type="checkbox"/> Yes there is. 3 <input type="checkbox"/> It is beeing established.
2- Market analysis conducted on local priority sectors concerning local labor market	1 <input type="checkbox"/> No there is not. 2 <input type="checkbox"/> Yes there is. Year.....
3.2.b- Are the local technical teaching and vocational training institutions responsive to the local labor market needs	1 <input type="checkbox"/> No intermediation information. 2 <input type="checkbox"/> % institutions are responsive with respect to training programs. 3 <input type="checkbox"/> % institutions are responsive with respect to number of graduates in market demand fields.
3.2.c- Local market demand for technicians	
1- Job opportunities of graduates from technical and vocational training institutions	% of graduates from technical and vocational institutions in the past year with permanent jobs.
2- Unsatisfied local market demand for technicians	Is there an unsatisfied market demand for qualified technicians? (number of technicians).
3.2.d- Continuous formation programs	1 <input type="checkbox"/> Not available. 2 <input type="checkbox"/> Available but not sufficient. 3 <input type="checkbox"/> Available responsive to the market needs.
3.2.e- Qualification of technical and handicraft labor	% of technical and handicraft labor with qualifications from technical and vocational institutions.

<b>Methodology</b>	Establish intermediation framework and data collection system from the technical teaching and vocational formation institutions and local market census and analysis.
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	The Ministry of Education, the directorate of technical teaching, the Chamber of Commerce Industry and Agriculture of Tripoli, the censuses conducted by the CAS and Ministry of industry.
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<b>Evaluation, Limitations</b>	A large number of qualified local technicians are oriented towards national or international markets, while others from Al-Fayhaa are graduates from institutions outside Al-Fayhaa. To incorporate these cases very thorough censuses are required. Considering the economic bearing of this goal, economic institutions and organizations could be called to sponsor the required surveys.
<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Benchmarks to be established along the institution of the intermediation framework
<b>Inter-linkages between indicators</b>	Complementary to goals 4.2.1 and 4.3.1 and their cluster of indicators.

### 3.3- Establish cultural and social centers in the deprived districts

<b>Rationale</b>	Local social and cultural centers in the deprived neighborhoods stimulate the communal life and social upgrading, allow supporting their immediate socio-cultural and health needs and strengthen their social inclusion; besides providing outlets for their cultural blossoming and leisure time. They are essential facilities for community development. Cultural, social and leisure activities are closely interrelated, and could be easily provided through the development of local functioning facilities, like primary schools, endowing them with dimensions beyond their strict teaching functions. While major cultural facilities located within the deprived areas constitute strong promoters of development for these regions.
<b>Definition</b>	Local cultural and social centers are directly oriented towards the needs of the local populations. Major cultural facilities are urban equipments serving the city and even the region; they have proven to be efficient stimulators of development.
3.3.a- Percent of deprived areas or population served by cultural facilities	1 <input type="checkbox"/> Cultural center. 2 <input type="checkbox"/> Neighborhood library. 3 <input type="checkbox"/> Kinderdarten. 2 <input type="checkbox"/> Primary school.
3.3.b- Percent of deprived areas or population served by social service facilities.	1 <input type="checkbox"/> Health assistance services. 2 <input type="checkbox"/> Family counseling services. 3 <input type="checkbox"/> Adult literacy services. 4 <input type="checkbox"/> Adult skills training services. 5 <input type="checkbox"/> Social activities facilities.
3.3.c- Percent of deprived areas or population served by leisure and recreational facilities.	1 <input type="checkbox"/> children recreation facilities. 2 <input type="checkbox"/> Youth recreation facilities. 3 <input type="checkbox"/> Adult recreation facilities
3.3.d- Cultural major facilities located in deprived areas	1 <input type="checkbox"/> Education (highschool, technical school, academic). 2 <input type="checkbox"/> Museum. 3 <input type="checkbox"/> Art center.
<b>Methodology</b>	Based on the delimitation of deprived neighborhoods in Goal 1.6 determine the areas served by these facilities located inside these neighborhoods within a radius of 200 meters as a percentage to the total area of these neighborhoods. In case disaggregated population distribution censuses within these areas is available, the percentages of population served by these facilities could be derived 3.3.d- Only active Major Cultural facilities have to be accounted for, exclusive of not operating centers. Cultural heritage monuments constitute such attraction centers in case they are actively operated.
<b>Time reference</b>	Annual
<b>Sources of data</b>	Local surveys to be conducted
<b>Evaluation, Limitations</b>	The existence of these facilities does not reflect their active functioning nor the intensity of their use by the local populations, which needs eventually the development of indicators targeting the number of persons using these facilities.
<b>Geographical coverage</b>	Al-Fayhaa Commune disaggregated into each deprived neighborhood
<b>Identification of benchmark values</b>	Targets are to have ultimately all the deprived neighborhoods served by these facilities.
<b>Inter-linkages between indicators</b>	This Goal and its indicators cluster is complementary with Goals 1.6 and 2.3

### 3.4- Assist in the establishment of a metropolitan network of partnership among the local NGOs.

<b>Rationale</b>	<p>Civil society organized groups provide avenues for the citizenry to act collectively and independently of government, for mutual benefit, ensure effective participation and accountability of local governments, or even assist local governments through the mobilization of people behind issues that affect them.</p> <p>Al-Fayhaa is rich with local associations and organizations; however their activities are rather isolated and limited. They could be invigorated through the establishment of partnerships pooling the limited capacities of the individual associations for the achievement of mutual goals and activities and for the delivery and /or maintenance of services.</p> <p>The local government is best positioned for the impulsion of formation of large partnerships among the local associations, pooling their capacities, mainly towards development issues.</p>
<b>Definition</b>	<p>Voluntary non-profit organizations (social, cultural, political, sports), registered or with premises within Al-Fayhaa.</p> <p>Professional associations, cooperatives, syndicates, registered or with premises within Al-Fayhaa.</p>
3.4.e- Number of associations per 10,000 population	<p>1 <input type="checkbox"/> Number of NGO associations per 10,000 population.</p> <p>2 <input type="checkbox"/> Number of professional associations and syndicates per 10,000 population.</p>
3.4.f- Existence of a mechanism within the local governments coordinating activities of the local associations (or networking).	<p>1 <input type="checkbox"/> Yes</p> <p>2 <input type="checkbox"/> No</p>
3.4.g- Coordinated activities by local associations	<p>1 <input type="checkbox"/> Number of activities coordinated between two associations</p> <p>2 <input type="checkbox"/> Number of activities coordinated among three to four associations.</p> <p>3 <input type="checkbox"/> Number of activities coordinated among more than four associations.</p>
3.4.h- Networking of local associations with national and international associations	<p>1 <input type="checkbox"/> Number networking with national associations.</p> <p>2 <input type="checkbox"/> Number networking with international associations.</p>
<b>Methodology</b>	<p>3.4.a- Number of associations divided by population number multiplied by 10,000</p> <p>3.4.b- Mechanism within the municipalities or the Commune to network, coordinate and orientate the local associations activities.</p> <p>3.4.c- Activities that are conducted through the cooperation of more than one local association.</p> <p>3.5.d- Local associations in Al-Fayhaa that have established partnerships with local associations from other regions of the country.</p> <p>Local associations in Al-Fayhaa that have established partnerships with associations and organizations from regions outside Lebanon.</p>
<b>Time reference</b>	Annual
<b>Sources of data</b>	Municipalities and Ministry of interior where all associations are registered, and through umbrella associations of NGOs and key NGOs aware of local associations in each particular area.
<b>Evaluation, Limitations</b>	<p>A number of NGOs, although officially recorded, are not operational.</p> <p>The analysis of the activities record of the NGOs could be eventually required.</p>

<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Benchmark values to be established after the application of the indicator along few years
<b>Inter-linkages between indicators</b>	This Goal and its indicators cluster are organically related and complementary with Goal 5.2 and its indicators cluster.
<b>Compatibility with National and Global indicators</b>	This Goal and its indicators cluster is compatible with UNHABITAT (2009) indicator 5.4- civic associations

### 3.5- Promote the integrating of women and youth in the production cycle.

<b>Rationale</b>	<p>The highest unemployment rates are generally within the female and the youth workforces, which leads to the high emigration rates of the youth from the Commune. Their inclusion within the economic production cycle in the Commune allows the benefit from important local available human resources.</p> <p>While the inclusion of women in the local governance structures promotes gender equality and the profit from competencies that are shunned away in a heavily skewed system in favor of men.</p>
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<b>Definition</b>	Gender balance in employment and local official representation, and youth inclusion in the work market.	
3.5.a- Gender equality in employment	1 <input type="checkbox"/> % female employees to total employees in public sector 2 <input type="checkbox"/> % female employees to total employees in private sector	
3.5.b- Female unemployment rate	1 <input type="checkbox"/> Female Active population rate. 2 <input type="checkbox"/> Female unemployment rate (% of female active population)	
3.5.c- Youth unemployment rate	1 <input type="checkbox"/> Youth Active population rate. 2 <input type="checkbox"/> Youth unemployment rate (% of youth active population)	
3.5.d- Promotion of gender equality in official representations	Percentage of women representatives within the elected bodies	

<b>Methodology</b>	<p>3.5.a- 1- Percentage of total female working in the public sector to the total number of persons working in the public sector. 2- Percentage of total female working in the private sector to the total number of persons working in the private sector.</p> <p>3.5.b- 1 Percentage of active female population (comprising all women over 15 years of age who furnish the supply of labor for the production of economic goods and services, plus the unemployed) to the total female population who have reached the working ages (above 15 years) as per the definition of the CAS. 2- Percentage of working age females (above 15 years) seeking work and have not worked for a period, to the total population of female who have reached the working ages (above 15 years); as per the definition of the CAS.</p> <p>3.5.c- 1- Percentage of active youth population (comprising all youth between 15 and 24 years of age who furnish the supply of labor for the production of economic goods and services, plus the unemployed) to the total population of youth who have reached the working ages (between 15 and 24 years) as per the definition of the CAS. 2- Percentage of youth of working ages (between 15 and 24 years), seeking work and have not worked for a period, to the total labor force (who are available for work, employed and unemployed) of the same age group; as per the definition of the CAS.</p> <p>3.5.d- Percentage of women elected as local parliament representatives and local municipalities' councilors, to the total number of local parliament representatives and local municipal council members</p>	
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	Census data from MoSA, CAS and international organizations (e.g. UNDP) surveys. However most of these surveys are at Caza, Mohafaza or National levels. At the Al-Fayhaa level local surveys might be necessary.
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<b>Evaluation, Limitations</b>	Information concerning employment is often distorted by informal employment which is wide spread in the Commune and usually not reported in the censuses.
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<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Benchmark targets to be set in accordance with national targets.
<b>Inter-linkages between indicators</b>	3.5.a, 3.5.b and 3.5.c indicators are complementary to indicators 3.1.b within Goal 3.1
<b>Compatibility with National and Global indicators</b>	Indicator 3.5.c is compatible with MDG goal 8 indicator 45 Indicator 3.5.d is compatible with UNHABITAT (2009) indicator 2.9 gender inclusion



**STRATEGIC LINE 4:  
ECONOMIC DEVELOPMENT BASED ON  
COMPETITIVENESS, CAPACITY BUILDING & JOB CREATION.**

**4.1- development of competitive sectors**

**4.1.1- Strengthening of professional and sectoral associations**

<b>Rationale</b>	<p>The large majority of economic institutions in Al-Fayhaa are small and medium size and mostly individual and family businesses; they are mainly handicraft production and services deeply associated with its cultural heritage.</p> <p>Traditionally their legacy of knowhow in their trades and their pooling within economically specialized quarters in the traditional city (sooks) strengthened their attraction potency. However, their spreading within the city along its urban expansion, and their lack of adaptation to the fast evolving market needs have adversely affected their competitiveness.</p> <p>Their organization into clusters and the evolution of their production, marketing and management capacities is essential for their sustenance, since they constitute the basic structure of the Al-Fayhaa economy.</p> <p>This could be achieved through expert assistance through an economic development unit within Al-Fayhaa.</p>
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<b>Definition</b>	Organization of major trades in clusters	
4.1.1.a- Existence of an economic development unit within Al-Fayhaa.	1 <input type="checkbox"/> No	2 <input type="checkbox"/> Yes
	3 <input type="checkbox"/> In case yes, rate its efficiency	
4.1.1.b- Organization of major trades in professional associations.	1 <input type="checkbox"/> Number of major trades.	2 <input type="checkbox"/> % of major trades organized in professional associations.
4.1.1.c- Organization of major trades in clusters.	1 <input type="checkbox"/> Number of major trades organized in clusters.	2 <input type="checkbox"/> % of major trades organized in clusters.

<b>Methodology</b>	<p>4.1.1.a- Al-Fayhaa economic development unit within the local development entity.</p> <p>4.1.1.b- Inventory of production and services businesses (mainly handicrafts) and their classification by trade.</p> <p>4.1.1.c- Setting up of strategies for the organization of major trades into clusters.</p>
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	Al-Fayhaa Commune and the Tripoli Chambre of Commerce Industry and Agriculture.
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<b>Evaluation, Limitations</b>	The inventory of major trades should be based on clear criteria, as well as the clear conception of Clusters.
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<b>Geographical coverage</b>	Al-Fayhaa Commune
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<b>Identification of benchmark values</b>	Benchmark and targets to be established with the institution of the economic development unit.
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**4.1.2- Promote research and development, knowledge and technology, through professional and sectoral associations (in collaboration with universities and research and development centers).**

<b>Rationale</b>	Development is induced through research that allows institutions to evolve their outlook, engage into new approaches, improve their efficiency, adopt new technologies and keep in pace with the global evolution; it allows them to become evolutionary and competitive globally.
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<b>Definition</b>	Promotion of research and new technologies
4.1.2.a- Funds allocated for research within the local institutions.	1 <input type="checkbox"/> Funds from local sources in U.S.\$ Year 2 <input type="checkbox"/> Funds from international sources in U.S.\$ Year
4.1.2.b- Number of financed research themes	1 <input type="checkbox"/> Number in local (non academic) institutions. Year 2 <input type="checkbox"/> Number in local academic institutions. Year
4.1.2.c- Institutions that have adopted along the year new technologies in their business fields.	Percent of institutions that have adopted along the year new technologies in their business fields to the total number of institutions

<b>Methodology</b>	4.1.2.a, 4.1.2.b- Funds allocated for research in local associations and organizations (cooperatives, syndicates, professional associations) and academic institutions (universities, technical institutes). Annual comparative evolution could be monitored gradually. 4.1.2.c- percentage of institutions that have evolved their business through the adoption of new technologies to the total number of institutions within the Al-fayhaa.
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	Local organizations and academic institutions. Monitoring through surveys.
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<b>Evaluation, Limitations</b>	Funds for research to be differentiated from funds for application projects.
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<b>Geographical coverage</b>	Al-Fayhaa Commune and the academic institutions on its peripheral areas, where Al-Fayhaa occupies an important position within their catchment zone.
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<b>Identification of benchmark values</b>	Target values to be elaborated through expert assessment.
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## 4.2- Development of labor intensive (jobs generating) sectors.

### 4.2.1- Qualification of the workforce in the traditional handicraft sectors.

<b>Rationale</b>	<p>The handicrafts that are traditionally anchored in the cultural heritage of Al-Fayhaa, and constitute a major informal labor provider, may generate substantial activity and may constitute a basis for the development of Al-Fayhaa economy if enabled to perform and expand productively and become competitive in the increasingly globalized market.</p> <p>This could be achieved through the evolution of the traditional production procedures, the upgrading of the proficiency of the handicraft workers and the evolution of their trades' production or services and marketing procedures to cope with the requirements of the evolving global market through personalized and genuine production orientations creating for their product or services identified and differentiated niches within the global market.</p> <p>The craftsmen's skills and technical knowhow have to be continuously updated and upgraded, which requires a mutation from the skilled laborer's status towards the skilled technician's position.</p>
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<b>Definition</b>	Strengthening of the handicraft sector	
4.2.1.a- Classification of handicraft production and services institutions		Number in each trade Year.....
4.2.1.b- The workforce in the handicraft production and services sector.		1 <input type="checkbox"/> % of the total workforce in Al-Fayhaa
4.2.1.c- Are there support programs for the handicraft production and services trades?		1 <input type="checkbox"/> There are none. 2 <input type="checkbox"/> Yes there are support programs for % of the trades. 3 <input type="checkbox"/> in case there are, percent efficiency.
4.2.1.d- Qualification programs for the handicraft production and services workers.		1 <input type="checkbox"/> There are none. 2 <input type="checkbox"/> Yes there are qualification programs for % of the trades. 3 <input type="checkbox"/> in case there are, percent efficiency.

<b>Methodology</b>	<p>4.2.1.a- Listing of the handicraft production and services trades, with the number of units in each trade. A comprehensive data base must be established of handicraft businesses that could be updated yearly. Comparison along the years will indicate the evolution of the importance of each trade.</p> <p>4.2.2.b- The percentage of the workforce in the handicraft production and services trade compared to the total workforce within Al-Fayhaa.</p> <p>4.2.1.d- Technical and business training and formation programs addressing specific trades.</p>
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	Censuses of the handicraft production and services trades
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<b>Evaluation, Limitations</b>	Definition criteria should be established for the classification and identification of handicraft production as well as services trades, focusing on the major and most significant trades for the Al-Fayhaa
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<b>Geographical coverage</b>	Al-Fayhaa Commune
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<b>Identification of benchmark values</b>	Benchmark and targets to be established along the constitution of the data base of the handicraft businesses within Al-Fayha
<b>Inter-linkages between indicators</b>	Complementary to Goals 3.2 and 4.3.1 and their cluster of indicator.
<b>Compatibility with National and Global indicators</b>	Compatible with UNHABITAT (2009) indicator 4.1 informal employment

#### 4.2.2- Creation of an integrated tourism product through the development of the natural, cultural and historical heritage resources.

<b>Rationale</b>	<p>Al-Fayhaa holds important tourism potentials through its rich and diversified cultural heritage locations as well as its natural resources, namely the islands and its long coastal line.</p> <p>The development of tourism necessitates a comprehensive strategy including:</p> <ul style="list-style-type: none"> <li>- the rehabilitation and effective operation of the cultural heritage sites,</li> <li>- the development of the coastal stretch and the islands, and the efficient operation of their tourism resources,</li> <li>- the development of tourism facilities and their attractive and non inclusive operation,</li> <li>- the planning of tourism attraction events,</li> <li>- the application of tourism promotion programs</li> </ul> <p>Naturally tourism expansion programs require consideration of various types of tourisms; like visiting friends and relatives (considering the high rate expatriates from Al-Fayhaa), Cultural (Education) and health tourism, which all present tangible potentials in Al-Fayhaa.</p>
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Definition	Promotion of tourism
4.2.2.a- Comprehensive strategy for tourism development in Al-Fayhaa	1 <input type="checkbox"/> No strategy. 2 <input type="checkbox"/> Yes there is one. 3 <input type="checkbox"/> Strategy is being Developed. 4 <input type="checkbox"/> Strategy is being Implemented: % implemented
4.2.2.b- Tourism resources	
4.3.2.a- Percentage of cultural heritage sites rehabilitated and effectively functioning.	Percentage of sites effectively functioning to the total number of heritage sites.
4.3.2.b- Natural tourism attraction resources	Percentage of natural tourism attraction locations rehabilitated, equiped and operational to the total number of natural attraction resources.
4.3.2.c- Additional tourism attraction resources	Listing of additional tourism attraction resources.
4.2.2.c- Tourism facilities	1 <input type="checkbox"/> Number of hotel rooms per 1000 local residents. 2 <input type="checkbox"/> Annual occupancy rate of hotel rooms. 3 <input type="checkbox"/> Number of restaurant seats per 1000 population. 4 <input type="checkbox"/> Number of operating local tourism agencies.
4.2.2.d- Tourism attraction activities	
1- Tourism attraction events	Number of annual organized tourism attraction events
2- Tourism promotion programs	Number of annual tourism promotion programs
4.2.2.e- Tourism implications on Al-Fayhaa	
1- Number of visitors to cultural heritage sites	Number in tabular format for all operating cultural heritage site
2- Number of visitors to natural tourism destinations	Number in tabular format for all natural tourism destinations
3- Employment within tourism sector	Percentage of total number of workers in tourism sector to the total workforce in Al-Fayhaa

<b>Methodology</b>	Surveys have to be conducted for the clear definition of the tourism resources and their status, and a comprehensive system of statistics for local tourism have to be established with the assistance of the Ministry of Tourism and the Central Administration of Statistics for the monitoring of the evolution of the local tourism sector.
<b>Time reference</b>	Annual
<b>Sources of data</b>	Municipalities, Ministry of Culture, the Ministry of Tourism and the Central Administration of Statistics
<b>Evaluation, Limitations</b>	Depends on the establishment of a local tourism statistics system.
<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Benchmarks and targets to be established along the development of the tourism strategy that should be implemented in one year period. The initial data base created through a comprehensive statistics could serve as a benchmark to evaluate the annual evolution of the tourism sector.
<b>Inter-linkages between indicators</b>	This Goal is complementary to Goals 1.5 and 1.7 and their cluster of indicators, and is organically related to Goal 5.5

## 4.3- Tools.

### 4.3.1- Reinforce facilities and institutions supporting entrepreneurial initiatives and the development of the youths' professional capacities and vocational qualifications.

<b>Rationale</b>	<p>The economic development of the Al-Fayhaa could be reinforced and sustained through the strengthening of existing business/production institutions, which are mostly micro, small and medium enterprises and traditional businesses, and the assistance of the new entrepreneurial initiatives, mainly by the youth.</p> <p>Besides reinvigorating the economic activities in the city this will encourage the young generation to establish and invest in the city through the business opportunities it will create, and will reduce the emigration trend to outside job markets.</p> <p>These have to be associated with the capacity building of the youth to cope with the fast developing technological and market requirements.</p>
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<b>Definition</b>	Support entrepreneurial initiatives and youth capacity building
4.3.1.a- Existence of a strategy for supporting and promoting micro, small and medium enterprises	1 <input type="checkbox"/> No there is not. 2 <input type="checkbox"/> Yes there is 3 <input type="checkbox"/> Is being prepared
4.3.1.b- Institutions supporting entrepreneurial initiatives	1 <input type="checkbox"/> Number of professional personnel 2 <input type="checkbox"/> Annual budget
4.3.1.c- Technical teaching and training schools	
1- Number and capacity of technical schools	1 <input type="checkbox"/> Number of technical schools. 2 <input type="checkbox"/> Numbers of students enrolled in technical teaching programs 3 <input type="checkbox"/> Numbers of craftsmen/craftswomen enrolled in continuous formation programs 4 <input type="checkbox"/> Student capacity of technical schools.
2- Number and capacity of institutions providing continuous craftsmen formation programs	1 <input type="checkbox"/> Number of institutions providing continuous craftsmen formation programs. 2 <input type="checkbox"/> Numbers of craftsmen/craftswomen enrolled in continuous formation programs 3 <input type="checkbox"/> Yearly student capacity of institutions providing continuous craftsmen formation programs.
3- Technical schools premises quality	1 <input type="checkbox"/> % Adequate 2 <input type="checkbox"/> % Inadequate
4- Technical schools equipment assessment	1 <input type="checkbox"/> % Satisfactory 2 <input type="checkbox"/> % Insufficient 3 <input type="checkbox"/> % Obsolete 4 <input type="checkbox"/> % No equipments
5- Average yearly budget per student in technical schools	Average budget in U.S.\$
6- Average budget per student in continuous formation programs	Average budget in U.S.\$

<b>Methodology</b>	<p>4.3.1.b- Number of professional personnel working in Institutions or entities supporting entrepreneurial initiatives. The annual budget of these institutions.</p> <p>4.3.1.c- Local surveys to be conducted at technical teaching and continuous formation providing institutions. 1 &amp; 2- student capacity to be evaluated considering the equipments and the student stations available in the institutions. 3 &amp; 4- require expert assessment. 5 &amp; 6- average budget per student of all technical school and formation facilities. The aggregation of this information by trade will be very pertinent.</p>
<b>Time reference</b>	Annual
<b>Sources of data</b>	The Ministry of Education, the directorate of technical teaching, the Chamber of Commerce Industry and Agriculture of Tripoli, the censuses conducted by the CAS and. In any case local surveys will be needed to complete information.
<b>Evaluation, Limitations</b>	The qualitative and evaluative data tend to be subjective.
<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Benchmark values and targets to be elaborated alongside the benchmarks and targets for Targets 3.2 and 4.2.1
<b>Inter-linkages between indicators</b>	Complementary to Goals 3.2, 4.2.1 and 4.3.2 and their cluster of indicators.



### 4.3.2- Facilitate access to financing for local economic enterprises and projects.

<b>Rationale</b>	Availability and access to financial support facilities for the micro, small and medium enterprises and cooperatives depend largely on national policies. They are essential for the revitalization of the local economy, and are naturally affected by the local economic environment, which could be activated through the efforts of local financial institutions supported by the local authorities and professional organizations.
<b>Definition</b>	Availability of financial support to economic enterprises
5.3.a- Availability of and access to financial services (e.g. soft loans) for the development of micro, small and medium enterprises and cooperatives.	<input type="checkbox"/> Not available <input type="checkbox"/> Available not sufficient <input type="checkbox"/> Available but difficult to access <input type="checkbox"/> Available satisfactory to local needs
5.3.b- Loans allocated to micro, small and medium enterprises and cooperatives.	<input type="checkbox"/> number <input type="checkbox"/> average amount of loan <input type="checkbox"/> total amount of loans
5.3.c- New enterprises officially registered	<input type="checkbox"/> Number by category <input type="checkbox"/> percent to total number of enterprises in Al-Fayhaa
5.3.d- Enterprises that ceased operations	<input type="checkbox"/> Number by category <input type="checkbox"/> percent to total number of enterprises in Al-Fayhaa
<b>Methodology</b>	4.3.2.a- Financial services provided by public or private institutions. 4.3.2.b- Number of loans allocated to local economic enterprises, within a year, The average amount of loans granted within a year, Total amount of loans granted within a year 4.3.2.c, 4.3.2.d – Number of enterprises, and the percentage of the new or ceased enterprises within a year to the total number of enterprises operating within that year.
<b>Time reference</b>	Annual
<b>Sources of data</b>	4.3.2.a, 4.3.2.b- Local financial institutions, Ministry of Finance, Ministry of Industry. 4.3.2.c, 4.3.2.d- The municipal register constitutes the most reliable source, since they perceive yearly municipal taxes. In any case local surveys have to be conducted.
<b>Evaluation, Limitations</b>	Enterprises are registered at various public agencies (Ministry of Finance, Ministry of Industry, Tripoli Chambre of Commerce Industry and Agriculture), which renders their inventory difficult, while some enterprises are not registered anywhere.
<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Benchmarks, and targets to be elaborated through expert consultation.
<b>Inter-linkages between indicators</b>	Complementary to Indicators 4.3.1.a and 4.3.1.b

### 4.3.3- Attract expatriates' investments.

<b>Rationale</b>	<p>The emigrant populations from Al-Fayhaa are spread all over the world. Strengthening their ties with their original homeland and stimulating their involvement in the development of the city can provide a strong impetus to the expansion of the local economy.</p> <p>Their acquired experiences abroad in their successful businesses and their economic capacities could be vested in local development projects with benefit returns to them and the city, provided development oriented attractive investment opportunities are presented to them.</p> <p>An entity or committee within Al-Fayhaa constituted from a mixed group of municipality representatives and local associations could activate the gradual involvement of the expatriate into local development and investment issues.</p>
<b>Definition</b>	Expatriates involvement in local development.
4.3.3.a- Communication Unit with the expatriates	<p>1 <input type="checkbox"/> There is not 2 <input type="checkbox"/> Yes there is</p> <p>In case there is 3 <input type="checkbox"/> It operates efficiently 4 <input type="checkbox"/> Its operation is not satisfactory</p>
4.3.3.b- Inventory of expatriates	<p>1 <input type="checkbox"/> There is not 2 <input type="checkbox"/> Yes there is but it is partial 3 <input type="checkbox"/> yes there is a satisfactory inventory</p>
4.3.3.c- Communication system with the expatriates	<p>1 <input type="checkbox"/> no communication system 2 <input type="checkbox"/> communication system established partially 3 <input type="checkbox"/> satisfactory communication system is established</p>
4.3.3.d- Events or projects realized with the participation of the expatriates	Number of joint events or projects with the expatriates.
<b>Methodology</b>	Institution of a Communication unit, establishment of an action plan, inventory of expatriates.
<b>Time reference</b>	Annual
<b>Sources of data</b>	Inventory of expatriates through survey with local populations with the assistance of the Foreign Ministry through Lebanese embassies all over the world.
<b>Evaluation, Limitations</b>	The inventory of expatriates will be built-up gradually, since a large number of them do not have any more relatives in the city, while the records of the Foreign Ministry and the Lebanese embassies are not complete or exhaustive.
<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	<p>4.3.3.a, 4.3.3.c- communication Unit to be instituted, and communication system to be established in one year's period.</p> <p>4.3.3.b- inventory could be started after the installation of the Communication unit, target for the establishment of a satisfactory record to be set up with the installation of the communication system.</p> <p>4.3.3.d- targets for events and projects to be set up with the installation of the communication system.</p>

**STRATEGIC LINE 5:  
IMPROVEMENT OF THE AL-FAYHAA CITIES' IMAGE THROUGH THE  
CULTURAL REVITALIZATION.**

**5.1- Establish Metropolitan network of cultural associations.**

<b>Rationale</b>	The cultural activities in the city have multidimensional implications: they promote its vivacity, activate the social and cultural life of the city, stimulate interaction within its population, incite the diffusion of its identity and promote the image of the city as a communications hub, which all constitute key factors of development.
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<b>Definition</b>	Cultural associations registered or with premises within Al-Fayhaa, whether they are independent entities or attached to academic institutions	
5.1.a- Cultural associations per 10,000 population		1 <input type="checkbox"/> Number of cultural associations per 10,000 population.
5.1.b- Activities organized by local cultural associations		1 <input type="checkbox"/> Number of activities organized by local cultural associations. 2 <input type="checkbox"/> Average number of cultural activities organized by each association. 3 <input type="checkbox"/> Average number of public attendance per local cultural activity 4 <input type="checkbox"/> Number of activities organized by local cultural associations with public attendance from outside Al-Fayhaa.
5.1.c- Coordinated activities by local cultural associations		1 <input type="checkbox"/> Number of activities coordinated between two cultural associations 2 <input type="checkbox"/> Number of activities coordinated among three to four cultural associations. 3 <input type="checkbox"/> Number of activities coordinated among more than four cultural associations.
5.1.d- Networking of local cultural associations with national and international associations		1 <input type="checkbox"/> Number networking with national cultural associations. 2 <input type="checkbox"/> Number networking with international cultural associations.

<b>Methodology</b>	<p>5.1.a- Number of cultural associations divided by the population number multiplied by 10,000</p> <p>5.1.b- 1- Total number of activities organized by local cultural associations. 2- Total number of activities divided by the total number of associations. 3- Cumulative total number of public attendance in all cultural activities divided by the total number of activities. 4- The number of local cultural activities that have attracted public from outside Al-Fayhaa.</p> <p>5.1.c- Activities that are conducted through the cooperation of more than one local cultural association.</p> <p>5.1.d- 1- Local cultural associations in Al-Fayhaa that have established partnerships with cultural associations from other regions of the country. 2- Local cultural associations in Al-Fayhaa that have established partnerships with cultural associations and organizations from regions outside Lebanon.</p>
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	Monitoring of cultural associations and their activities within Al-Fayhaa.
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<b>Evaluation, Limitations</b>	A number of cultural associations although officially recorded, are not operational. The analysis of the activities record of the cultural associations could be eventually required.
<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Benchmark values to be established after the application of the indicator along few years
<b>Inter-linkages between indicators</b>	This Goal and its indicators cluster are organically related and complementary with Goal 3.4 and its indicators cluster.

## 5.2- Diffusion of the cultural identity of the cities of Al-Fayhaa

<b>Rationale</b>	<p>The image of the city is built-up from the city life experience of the residents and their inclusion feeling within it, from what the city displays as values and achievements, from the experiences and impressions of the visitors, from what diffuse the city life and activities, and from what people hear about it that is basically all what the city offers.</p> <p>The image of the Al-Fayhaa have been badly tarnished through series of recent past practices and events and needs to be restored through remedial practices from one side and information promotion from the other side. Both actions from inside the city and towards the outside have to go simultaneously in order to achieve tangible results.</p> <p>In this respect the rich cultural heritage of the city with its outreaching values constitute a very strong element in the promotion of Al-Fayhaa.</p>
<b>Definition</b>	City promotion programs and activities
5.2.c- City promotion programs.	1 <input type="checkbox"/> Number of programs at national level 2 <input type="checkbox"/> Number of programs at regional level 3 <input type="checkbox"/> Number of programs at international level
5.2.d- City promotion activities and events	1 <input type="checkbox"/> Number of activities at national level 2 <input type="checkbox"/> Number of activities at regional level 3 <input type="checkbox"/> Number of activities at international level
<b>Methodology</b>	Monitoring of promotion programs and activities related to the city marketing and diffusion of its cultural identity.
<b>Time reference</b>	Annual
<b>Sources of data</b>	Municipalities, cultural institutions and local associations and organizations, tourism promotion companies, Ministry of Culture, Ministry of Tourism.
<b>Evaluation, Limitations</b>	Criteria to be clearly established to identified city promotion activities and programs from current activities and events.
<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	Benchmarks and targets to be established through application.

### 5.3- stimulate the citizens' appropriation of their tangible and intangible heritage.

<b>Rationale</b>	The citizens' appropriation of their tangible and intangible heritage constitutes the most efficient way of preservation and protection of the cultural heritage in the city, its revival through its inclusion in the city community life, the confirmation of its identity and the marketing of the city through the characterized values, tangible and intangible, displayed by the cultural heritage.	
<b>Definition</b>	Citizens who have participated in programs and activities related to the city tangible and intangible cultural heritage	
5.3.a-	Citizen awareness raising programs or activities	Number of programs and activities
5.3.b-	Programs and activities in the schools concerning awareness to cultural heritage.	1 <input type="checkbox"/> Number of programs and activities. 2 <input type="checkbox"/> % of enrolled pupils in the city who have participated in such programs or activities.
<b>Methodology</b>	Monitoring of activities and programs related to the citizens' awareness stimulation to the cities' cultural heritage.	
<b>Time reference</b>	Annual	
<b>Sources of data</b>	Municipalities, cultural institutions and local associations and organizations	
<b>Evaluation, Limitations</b>	Cultural heritage awareness programs have to be carefully identified not to include chauvinistic or cultural segregation activities.	
<b>Geographical coverage</b>	Al-Fayhaa Commune	
<b>Identification of benchmark values</b>	Benchmarks and targets to be established through application.	
<b>Inter-linkages between indicators</b>	Indirectly related to indicator 1.5 This Goal is interlinked with Goal 5.4	

#### 5.4- Enhancement of the historical heritage and its reconversion into cultural attraction equipments.

<b>Rationale</b>	<p>The cultural heritage sites and monuments are important landmarks in the cities that can constitute lively cultural attraction poles, aside their historic intrinsic values.</p> <p>The revival and effective utilization of these locations, instead of remaining dead monuments, and their transformation into living public active facilities and equipments is essential for their enhancement and sustenance.</p>	
<b>Definition</b>	Destination of cultural heritage sites as cultural facilities	
5.4.d- Inventory of tangible and intangible cultural heritage resources.		% Inventory completed
5.4.e- Strategy for the rehabilitation and revival of cultural heritage sites.		1 <input type="checkbox"/> There is none 2 <input type="checkbox"/> Yes there is one 3 <input type="checkbox"/> Strategy is being developed.
5.4.f- Cultural heritage sites housing cultural activities and functions.		1 <input type="checkbox"/> Number of cultural heritage sites housing cultural activities and functions. 2 <input type="checkbox"/> Number of cultural heritage site rehabilitated but not used. 2 <input type="checkbox"/> Number of cultural heritage sites not rehabilitated.
<b>Methodology</b>	5.4.a- Inventory with identification and characteristics and prevailing situation. Inventory should cover the three cities. 5.4.b- Strategy for rehabilitation and revival of cultural heritage sites along with financial and functioning and utilization plans. 5.4.c- Cultural heritage sites that harbor cultural activities, that are rehabilitated but not allocated a functional use, and the sites that are not restored yet.	
<b>Time reference</b>	Annual	
<b>Sources of data</b>	Municipalities, Ministry of Culture Directorate of Archeology, The Restoration Institute within the Lebanese University Faculty of Fine Arts.	
<b>Evaluation, Limitations</b>	Cultural heritage sites are buildings and sites that are inventoried by different institutions and individuals, but need a scientific and comprehensive review and study. While intangible cultural heritage has not been yet studied thoroughly.	
<b>Geographical coverage</b>	Al-Fayhaa Commune disaggregated also by city.	
<b>Identification of benchmark values</b>	Benchmarks and targets to be established through the establishment of the strategy.	
<b>Inter-linkages between indicators</b>	This Goal is interlinked with Goal 5.3 and complementary with Goal 2.3 and its' cluster of indicators.	

### 5.5- Stimulate the citizens' awareness to the profitability of tourism on the local economy development.

<b>Rationale</b>	<p>The openness and welcoming of the Al-fayhaa community to visitors and their feeling of security and freedom of movement and comfortable stay without imposed restrictions contribute not only to the mending of the city image but also provides a strong impetus to the tourism sector.</p> <p>Tourism sector direct implications on the city are expressed by the employment in the sector and the tourist spending in the city.</p>
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<b>Definition</b>	Tourism implications on the city economy	
5.5. a- Local tourism promotion programs with citizen participation.		Number of tourism promotion programs with citizen participation
5.5. b- Visitors' repelling happenings		Number of visitors repelling incidents per year
5.5. c- Local income from tourism.		1 <input type="checkbox"/> Average number of nights spent per tourist stay in the city. 2 <input type="checkbox"/> Average spending per tourist per day in U.S. \$
5.5. d- Employment within tourism sector (same as 4.2.2.e.4)		1 <input type="checkbox"/> Number of jobs in tourism sector. 2 <input type="checkbox"/> Rate of workers in tourism sector to the total workforce in Al-Fayhaa.

<b>Methodology</b>	5.5.a- these could be programs sponsored by local public institutions or private associations 5.5.b- monitoring of happenings along one year period 5.5.c, 5.5.d- Tourism survey as part of goal 4.2.2 survey
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<b>Time reference</b>	Annual
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<b>Sources of data</b>	5.5.a, 5.5.b local monitoring. 5.5.c, 5.5.d- same as goal 4.2.2 survey
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<b>Evaluation, Limitations</b>	Depends on the establishment of a local tourism statistics system.
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<b>Geographical coverage</b>	Al-Fayhaa Commune
<b>Identification of benchmark values</b>	5.5.b- target is 0 incident 5.5.a, 5.5.c, 5.5.d- Benchmarks and targets to be established along the development of the tourism strategy as stipulated in Goal 4.2.2. The initial data base created though a comprehensive statistics could serve as a benchmark to evaluate the annual evolution of the tourism sector.

<b>Inter-linkages between indicators</b>	This Goal is organically related to Goal 4.2.2
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**ANNEX - 1**

**CONCEPTUAL BACKGROUND  
FOR THE SIGNIFICANCE OF CDS ANALYSIS AND EVALUATION**

**PRESENTED AT  
AL-FAYHAA SASTAINABLE STRATEGY PROJECT  
WORKSHOP AROUND  
THE TRIPOLI ENVIRONMENT AND DEVELOPMENT OBSERVATORY  
JANUARY 18<sup>TH</sup>, 2011**



## Al-Fayhaa Sustainable Development Strategy

الخطة الإستراتيجية للتنمية المستدامة لمنطقة الفيحاء

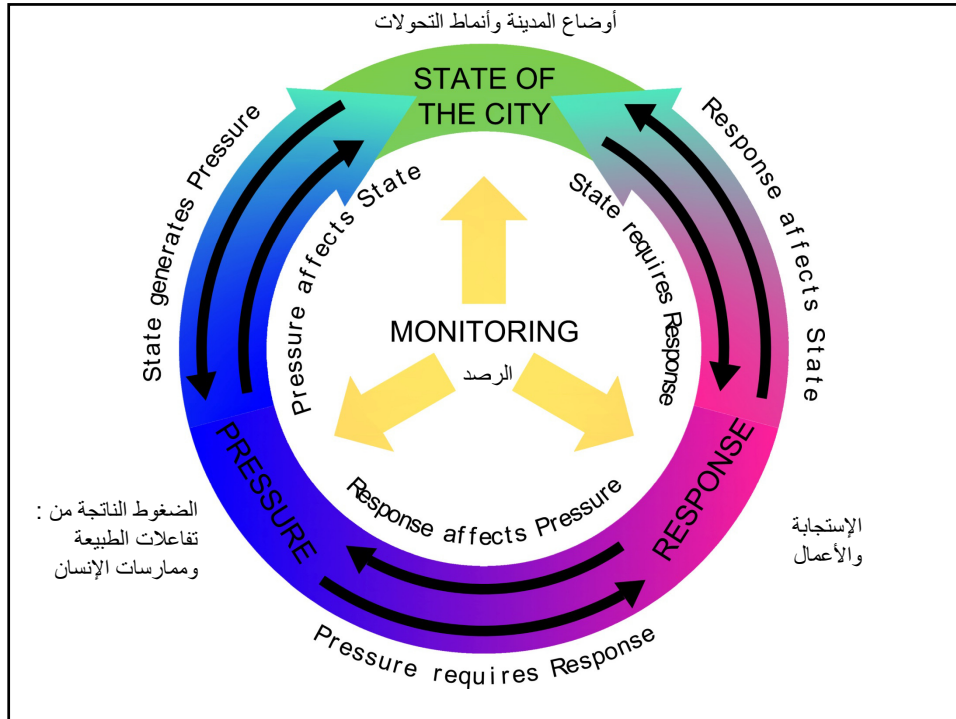
### CONCEPTUAL BACKGROUND FOR THE SIGNIFICANCE OF CDS ANALYSIS AND EVALUATION

## مفاهيم تحليل وتقييم إستراتيجية تنمية المدينة

DEVELOPMENT AS A  
CONTINUING AND DYNAMIC  
PROCESS RELIES ON:

التنمية عملية دينامية، وحيوية  
مستمرة، تركز على:

- |   |  |
|---|--|
| ➤ CONSENSUAL VISION   | ➤ رؤية توافقية   |
| ➤ COOPERATION &<br>CONCENTRATION OF EFFORTS                     | ➤ التكافل وتركيز الجهود                                      |
| ➤ COMMITMENT  | ➤ الإلتزام   |
| ➤ CONTINUITY  | ➤ الإستمرارية  |
| ➤ UNDERSTANDING OF<br>STATE OF THE CITY &<br>DEVELOPMENT TRENDS | ➤ معرفة أوضاع المدينة<br>وإستشعار إتجاهات<br>التحولات والنمو |

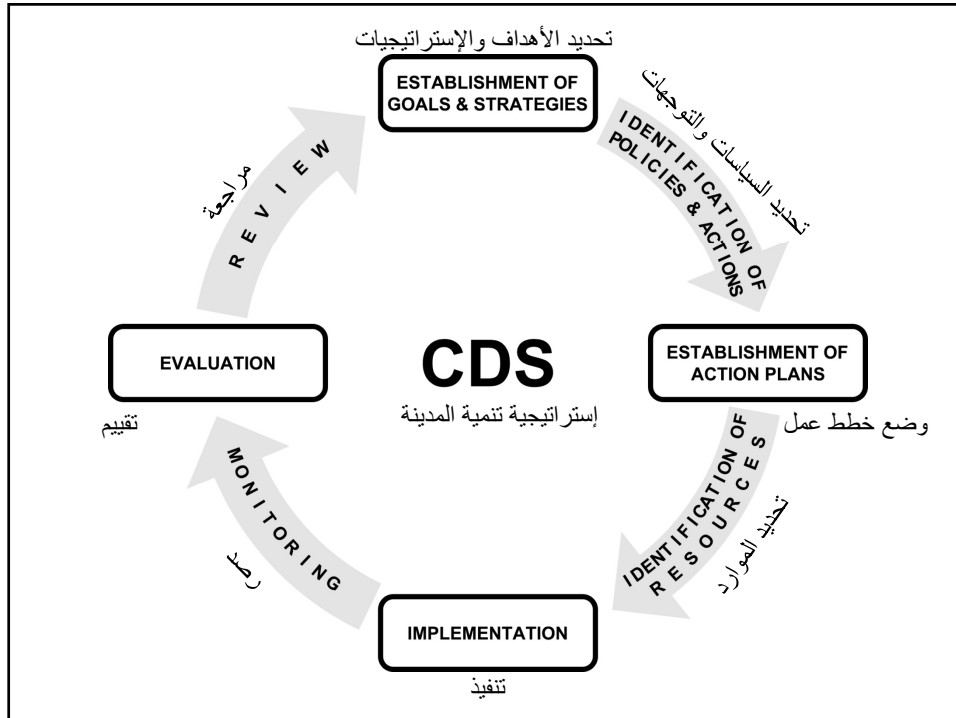


### الأسس المبدئية BASIC CONSIDERATIONS

- المدينة كيان معقد (complex) في تحول مستمر بوقع التفاعلات المتشابكة لإبعادها الاجتماعية، الاقتصادية، البيئية والمجالية، مما يُحتم وجود **هيكلية إدارية تنموية**.
- التكتل الحضري (**urban agglomeration**) يمثل **وحدة مكانية** تتميز بخصائصها الاجتماعية والاقتصادية والبيئية والمجالية، وهي **تكاملاً للتنوعات الدقيقة** (micro diversities) التي تحضنها في أنحائها.
- المدينة هي **محور التنمية للمنطقة**، مما يجعل تآزر تطوير المدينة والمناطق المحيطة (region) أساسياً لتحقيق الإستدامة.
- يتجاوز دور المدن النطاق المحلي والوطني من خلال **التواصل والتفاعل بين بعضها البعض والمنافسة** على جذب الإستثمارات وإشراك المنظمات الدولية إلى جانب الوطنية والمجتمع الأهلي في مسعى تنميتها.
- مؤشرات **التنمية نسبية ومقارنة** (relative & comparative) لسياقات التحولات الداخلية ضمن السياقات الإقليمية والعالمية.
- تطور دور الحاكمية من التقديم (provider) للخدمات إلى التمكين (enabler) وإدارة التنمية الحضرية، وذلك بالشراكة مع الفاعلين والمجتمع المحلي.

## الرصد والتقييم MONITORING AND EVALUATION

- فهم المدينة وتطورها ومراقبة أدائها ونوعية المعيشة فيها على مدى الزمن.
  - قياس وتقييم ورصد التحولات على قاعدة المقارنة بين:
    - الإتجاهات السائدة و الأهداف المرجوة والمخططة،
    - مسار التنفيذ وتحقيق الأعمال و أثر السياسات المعتمدة.
  - الحفاظ على التوازن الأمثل بين الموارد المستخدمة والنتائج المحققة.
  - وضع الأطر التي تسمح بالتعامل المنهجي وإعادة تصحيح مسار الأعمال وإتجاهات النمو، والتعامل المستمر مع التحولات المستجدة المتواصلة.
  - الحفاظ على وعي وإستدامة مشاركة الفاعلين والشركاء، وتوفير المعطيات للمساءلة.
  - دعم التطور التدريجي للخطة الإستراتيجية بالتوافق مع التحولات المستجدة والتوجهات المستقبلية المرتقبة.
- إن المراجعة والتقييم وترويج المعلومات تشكل المسؤوليات الأساسية في إدارة الإستراتيجية وترسيخ إستدامتها.



## الرصد MONITORING

ينطوي على رصد وجمع وتحليل ونقل منهجي للمعلومات ذات الصلة بتطور المدينة، وتقدم تنفيذ الإستراتيجيات، وآثارها ويشمل:

- تطور السياسات الإستراتيجية والخطط والبرامج، وتطور الموارد والأعمال ونتائجها، بالإضافة إلى نوعية العملية، ومشاركة الفاعلين (stakeholders) وبناء القدرات.
- ردود فعل المجموعات المستهدفة، خاصة مستخدمي الخدمات والتجهيزات والمرافق، والتغييرات في الممارسات والمواقف والمعرفة بخصوص الخدمات المعنية بالأعمال.
- أسباب أي رد فعل سلبي أو غير متوقع من الفئات المستهدفة، وتدابير مواجهته.
- تحديد وتحليل الفاعلين (stakeholders)، للحفاظ على إستدامة المشاركة.
- توطيد نظم تبادل المعلومات والخبرات التقنية مع مدن أخرى مماثلة في العالم للتعلم فضلا عن نشر أفضل الممارسات.

## التقييم EVALUATION

ينطوي على التقييم بالمقارنة بين معايير المعالم المرجعية المحددة محليا وطنيا أو عالميا، والأوضاع السارية، والأهداف المرتقبة، للقيم ومسارات العمل أو البرامج. ويشمل تقديرهم المنهجي والموضوعي خلال جميع مراحل مسارها منذ بدء العمل ومراحل التنفيذ والنتائج كما يلي:

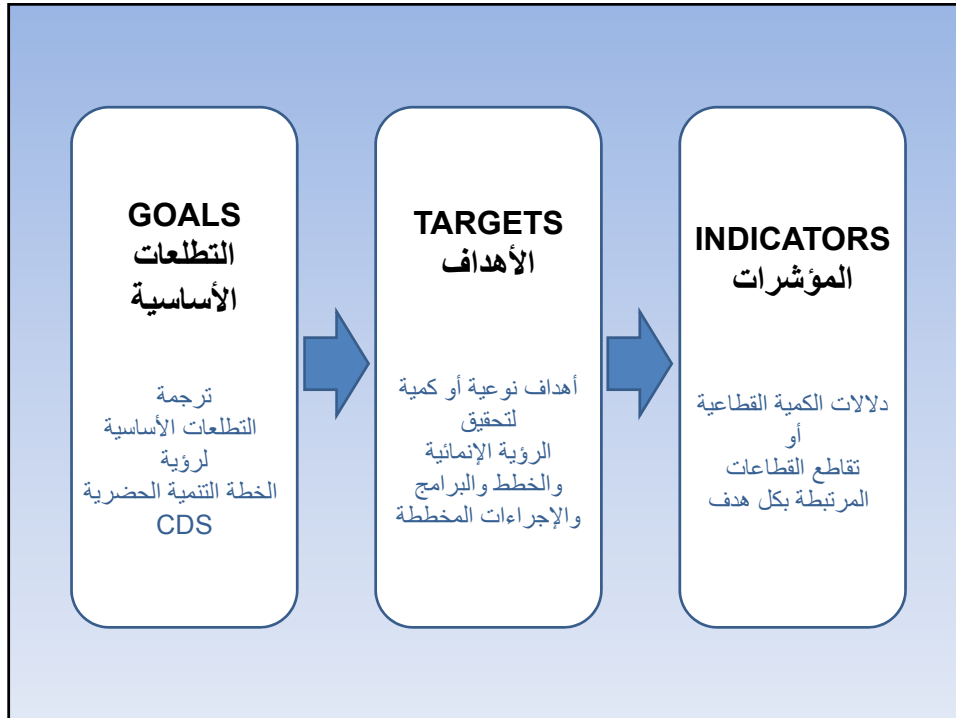
- في مرحلة صياغة الإستراتيجيات (سواء هي الأهداف الصحيحة أو الاستراتيجيات السليمة التي تم اختيارها)،
- في مرحلة تحديد وإعداد خطط العمل (سواء كانت تعمل على تحقيق الأهداف أو الرؤية)،
- في مرحلة التنفيذ كي يتسنى تصحيح التوجهات أو المسارات،
- عند تطبيق البرامج لتقييم النتائج واستخلاص الدروس.

## المؤشرات INDICATORS

هي أدوات دلالة للتواصل (communication tools) من خلال نماذج مركزة ومكثفة وهادفة للتعريف عن أوضاع المدينة، ولتتبع متغيرات التنمية والتحكم بتوجهات تطورها، وذلك بهدف توجيه الإدارة والرصد والتقييم والتوثيق.

إنها أداة لإدارة المعلومات تُبرز عن حالة متغير (parameter) وفقاً لمرجعية محددة أو معلم أو أهداف متوقعة، وتسمح برصد الاتجاهات المتغيرة وقياس التقدم المحرز نحو تحقيق الأهداف أو المعالم المستهدفة كما يلي:

- مساعدة تقدير الوضع، ورصد الأداء والتقدم المحرز، وإبراز الاتجاهات المتغيرة،
- مساعدة تبسيط البيانات وعرضها في شكل هادف مباشرة للإشكاليات المطروحة،
- توجيه صناعات القرار لوضع الأولويات المتبعة الحالية.
- تمكين صناعات القرار لتقييم ومقارنة الآثار المترتبة من سياساتهم وخياراتهم.
- تسهيل التدقيق الخارجي للقرارات والسياسات، وبالتالي ضمان الشفافية والمساءلة، وتوفير معلومات الإنذار المبكر.
- السماح بإجراء مقارنات مع مدن أخرى في البلاد، عبر البلدان، وعلى مدى الزمن، والربط بشبكة المؤشرات الوطنية والعالمية.



## INSTITUTIONAL SETTING

## الإطار المؤسسي

- المرصد الحضري هو الجهاز التقني المساند للحكومة المحلية في إدارة تنمية المدينة:
- رصد اتجاهات التنمية الحضرية؛ أوضاع المدينة وتطورها
  - نشر المعلومات عن أوضاع المدينة وتطورها
  - متابعة وتقييم مسار أعمال إستراتيجية التنمية المستدامة للمدينة:
    - تفعيل وتعزيز عملية التنمية الاجتماعية في المدينة
    - تفعيل وتعزيز عملية التنمية الاقتصادية في المدينة
    - مساندة إدارة البيئة والمجال
  - متابعة وتقييم أعمال ومشاريع محددة
  - التنسيق بين الأعمال والمشاريع المختلفة
  - تفعيل مشاركة المجتمع الأهلي والتنسيق بين الجهات المحلية والخارجية المعنية
  - التواصل مع المراسد الحضرية المحلية الإقليمية والعالمية، لتبادل الخبرات، المعرفة والمعلومات.

## INSTITUTIONAL STRUCTURE هيكلية المرصد الحضري

- إدارة متصلة مباشرة مع رئاسة إتحاد بلديات الفيحاء
  - جهاز تنسيق
  - جهاز رصد وتوثيق وتحليل ونشر المعلومات
  - جهاز تفعيل وتعزيز عملية التنمية الاجتماعية في المدينة
  - جهاز تفعيل وتعزيز عملية التنمية الاقتصادية في المدينة
  - جهاز مساندة إدارة البيئة والمجال
  - جهاز متابعة وتقييم أعمال ومشاريع محددة يُنشأ وفق الحاجة
- كيان واحد مدعومة بالقدرات التقنية الأساسية مع ترتيبات متعددة الشركاء.
- A SINGLE ENTITY INCLUDING THE ESSENTIAL TECHNICAL CAPACITIES WITH MULTI-PARTNER ARRANGEMENTS
- التنظيم الناجع والكفؤ للقدرات والموارد البشرية
- EFFICIENT ORGANIZATION OF RESOURCES

**ANNEX - 2**

**MONITORING AND EVALUATION  
ORGANIZATIONAL FRAMEWORK**

**PRESENTED AT  
AL-FAYHAA SASTAINABLE STRATEGY PROJECT  
SECOND STAKEHOLDERS MEETING  
JUNE 25<sup>TH</sup>, 2011**





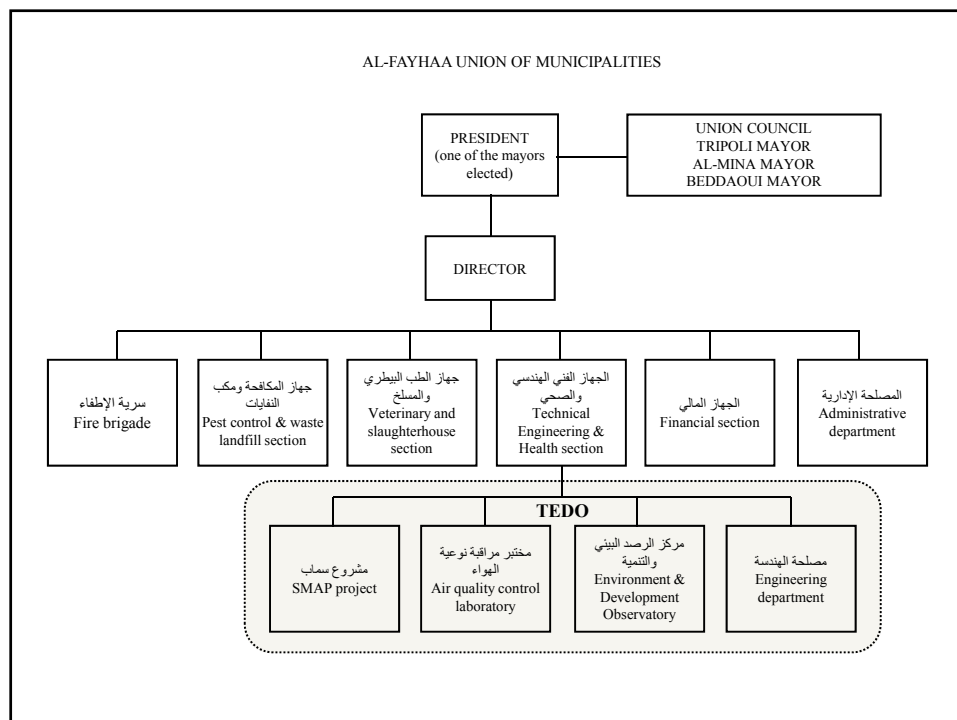
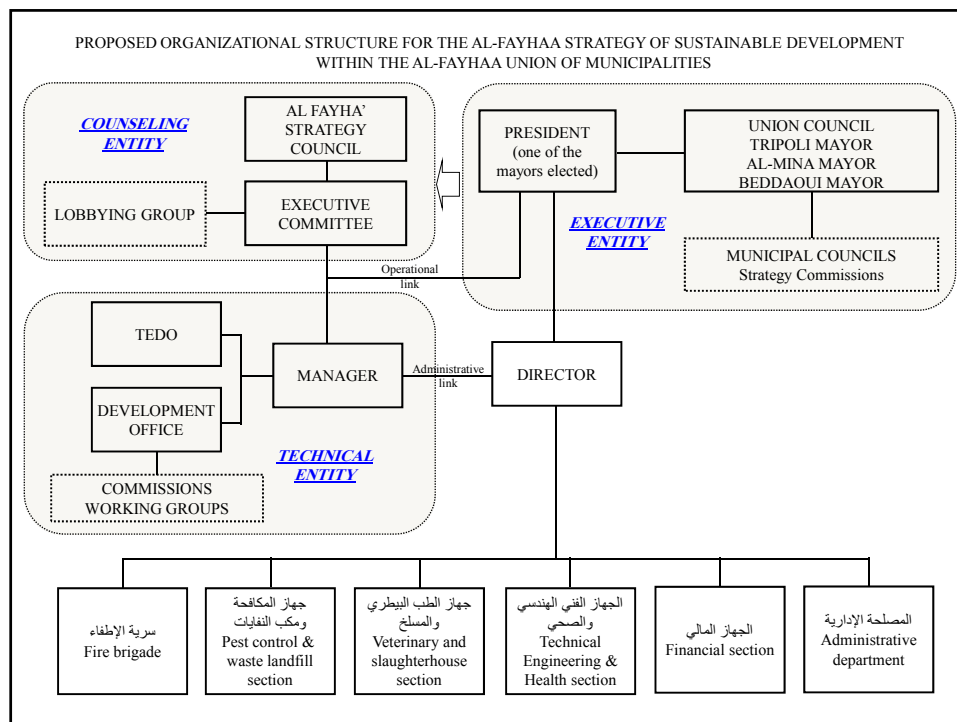
**Al-Fayhaa Sustainable Development Strategy**  
**الخطة الإستراتيجية للتنمية المستدامة لمنطقة الفيحاء**

**MONITORING AND EVALUATION  
ORGANIZATIONAL FRAMEWORK**

**الرصد والتقييم  
الهيكلية التنظيمية**

**التنمية عملية دينامية، وحيوية مستمرة**

- إن التخطيط الاستراتيجي عملية مستمرة وإدارة تشاركية للتنمية.
- فتحقيق الأهداف والسير الفعال والدؤوب نحو التطوير المتواصل لمدن الفيحاء منوط بالالتزام والمشاركة الفعالة والمتواصلة لجميع مكونات المجتمع.
- مما يتطلب وضع الأطر لتحقيق الإستمرارية والتكافل وتركيز الجهود للمواكبة المتواصلة لعملية التنمية وتطويرها لمتابعة التحولات المتواصلة.
- إن المنهجية لتطوير الخطّة الإستراتيجية للتنمية المستدامة لمنطقة الفيحاء، والهيكلية التي وُضعت لمواكبة العملية، تشكل الركيزة لإستمرارية العمل وتطوير ثقافة التداول، وقد تم بناءً عليها اقتراح الهيكلية لمواكبة التنمية في مدن الفيحاء، وهي مستمدة من الخبرات العالمية المماثلة.



## الوحدة التنفيذية

### THE EXECUTIVE ENTITY

مجلس إتحاد بلديات الفيحاء برئاسة رئيس الإتحاد:

- يشكل الهيئة الإدارية لعملية التنمية ومركز القرار،
- الممثل الرسمي للفيحاء حيث تتمثل البلديات الثلاثة،
- مركز القرار الرسمي وتنفيذ الخطط والسياسات ومشاريع التنمية المحلية،
- ينسق مع الإدارات المركزية تنفيذ خطط التنمية المحلية.

## وحدة المشورة

### THE COUNSELING ENTITY

كيان إستشاري لمناقشة وإقرار التوجهات وخطط ومشاريع التنمية، يؤمن مشاركة فعاليات وشرائح المجتمع ويتألف من:

- لجنة إستراتيجية تنمية الفيحاء،
- اللجنة التنفيذية،
- تآزرها مجموعة الضغط المدنية.

## لجنة إستراتيجية تنمية الفيحاء

### THE AL-FAYHA' STRATEGY COMMITTEE

- مستمدة من خلال تطوير لجنة الإستراتيجية المستدامة لمدن الفيحاء الحالية.
- تتمثل فيها جميع شرائح المجتمع: ممثلي البلديات والوزارات والإدارات والمجالس الرسمية المعنية، الفعاليات المحلية، القطاعات المختلفة، الجمعيات والمؤسسات الإجتماعية والفعاليات الإقتصادية المعنية في تطوير الفيحاء.
- تضمن التعاون المستدام بين القطاعين الخاص والعام، وإشراك جميع اللاعبين في المجتمع وأقطاب القرار للتوافق على إستراتيجيات التنمية، أهدافها وتوجهاتها.
- يستحسن إنشاء لجنة تنمية داخل كل بلدية من أجل نقاش أهداف وخطط العمل وتطور إستراتيجية التنمية داخل المجالس البلدية .
- مشاركة ممثلو هذه اللجان في اللجنة الاستراتيجية تضمن التنسيق مع المجالس البلدية.
- لجنة إستراتيجية التنمية تناقش وتوافق على التوجهات الأساسية للتنمية وتطوير أهداف الاستراتيجية، وتستعرض تقرير التنمية السنوي المقدم من قبل مكتب التنمية.
- لجنة إستراتيجية التنمية تجتمع مرة على الأقل في السنة وكلما أصبحت التوجهات الأساسية أو الأهداف على المحك ، ويستوجب تداول إعادة النظر فيها أو تطويرها.

## اللجنة التنفيذية

### THE EXECUTIVE COMMITTEE

- وهي منبثقة من اللجنة الاستراتيجية وتشكل الرابط المباشر والمتواصل مع الوحدة التقنية.
- تسهر على التنفيذ السليم للاستراتيجيات والمشاريع، وتحفيز استمرار الأعمال ، وتوفير الدعم اللازم في مواجهة العقبات وحل المشكلات، وتشكل القوة الدافعة لتحقيق الخطط والمشاريع.
- تناقش في عمق جميع المسائل المتعلقة بتنمية الفيحاء.
- تتضمن على الأقل رؤساء البلديات الثلاثة، وممثلي لجان التنمية داخل البلديات الثلاثة، وممثل عن مجموعة الضغط ، إلى جانب أعضاء اللجنة الاستراتيجية التي تمثل الكيانات الكبيرة من اصحاب النفوذ في المدينة ، مع إدراج الأعضاء الآخرين وفقا للقضايا التي تواجهها.
- اللجنة التنفيذية تعمل على التوافقية في القضايا موضع التباين لتحقيق مصلحة جميع الأطراف ، وتستعرض تقارير تقدم الأعمال وتواكبها.

## مجموعة الضغط المدنية THE LOBBING GROUP

تتشكل من ناشطين أخصائيين مستقلين ملتزمين بالعمل العام، تدعم اللجنة التنفيذية في ما يلي:

- المطالبة بتحقيق الخطة الاستراتيجية ومشاريعها وضمان تنفيذها،
- المحاسبة من أجل تحقيق سليم للخطط والمشاريع ، وأداء الإدارة والدوائر المحلية،
- الضغط لتفعيل المشاريع وتسهيل اتخاذ القرارات والإجراءات من قبل الإدارة المركزية وأجهزتها والمتعلقة بقضايا تنمية الفيحاء،
- مراقبة تناسق المشاريع التي تضعها الإدارة المركزية مع توجهات الخطة الإستراتيجية للفيحاء،
- تحفيز الوعي العام والمشاركة في مسعى التنمية.

## الوحدة التقنية THE TECHNICAL ENTITY

هي الجهة الفنية الرافدة والمتابعة والمساعدة لعملية التنمية المستدامة في مدن الفيحاء

- تتشكل من وحدتين متكاملتين:
- مركز رصد البيئة والتنمية في إتحاد بلديات الفيحاء (TEDO)،
- مكتب تنمية إتحاد بلديات الفيحاء،
- يديرها منسق أخصائي يضمن التكامل المُحَكَم بينهما والتنسيق مع وحدة المشورة،
- مرتبطة مباشرةً مع مركز القرار.

## مركز رصد البيئة والتنمية في إتحاد بلديات الفيحاء TRIPOLI ENVIRONMENT AND DEVELOPMENT OBSERVATORY

- يشكل المرصد مرجعية أساسية على المستويين المحلي والوطني لرصد عملية التنمية المستدامة للفيحاء ودعمها.
- رسالته رصد وتحليل وتوثيق واقع مدن الفيحاء وتوجهات النمو فيها، إستنادا إلى مؤشرات التنمية ونشرها بهدف دعم السياسات المحلية والوطنية.
- أهداف المرصد:
  - بناء قاعدة بيانات شاملة، محدّثة وموثوقة.
  - تفعيل التواصل والمشاركة بين المرصد وكافة الأطراف المعنية.
  - تعزيز دور الإدارات المحلية والفرقاء المعنيين في إتخاذ القرارات المتعلقة بعملية التنمية.
  - رصد وتقييم المبادرات والمشاريع التنموية.
  - تعميم المعرفة وتبادل الخبرات على المستويين الوطني والدولي.

### • مهام المرصد:

- جمع، قراءة وتحليل المعلومات والبيانات عن وضع مدن الفيحاء وتحولاتها.
- توثيق نتائج التشخيص ونشرها ضمن تقارير دورية (فصلية أو سنوية).
- وضع مؤشرات لرصد وتقييم مسار الخطة الإستراتيجية والمبادرات التنموية.
- بناء شراكات مع مؤسسات المجتمع الأهلي.
- التواصل مع المراكز المحلية والإقليمية والعالمية.
- تنسيق ومقارنة المؤشرات المحلية مع المؤشرات الوطنية، الإقليمية والعالمية.
- بناء قدرات الإدارات لإنشاء المراكز الوطنية والمحلية

## مكتب تنمية إتحاد بلديات الفيحاء THE LOCAL DEVELOPMENT OFFICE

- يتشكل من أخصائيين مؤهلين، يغطون مختلف قطاعات التنمية: (اجتماعي - ثقافي، إقتصاد، البيئة - المجال) مع المهام التالية :
- متابعة قضايا التنمية في مدن الفيحاء، وبشكل خاص تنفيذ الإستراتيجية المستدامة لمدن إتحاد بلديات الفيحاء، وتطويرها في المستقبل.
- تحفيز وتفعيل تنفيذ إستراتيجية التنمية وخطط العمل ومشاريع التنمية.
- إصدار تقارير دورية عن تقدم العمل في تنفيذ إستراتيجية التنمية ومشاريع التنمية، ورفعها إلى "اللجنة التنفيذية"، ورفع تقرير سنوي إلى "اللجنة الإستراتيجية".
- تنسيق أنشطة وأعمال التنمية في مدن الفيحاء، والتنسيق بين مختلف الكيانات الإنمائية القائمة داخل الفيحاء فضلا عن الخدمات البلدية واللجان المعنية ، ضمن إطار أهداف الخطة الإستراتيجية.
- نشر ثقافة التنمية الاستراتيجية في المجتمع المحلي (وعي المواطنين)، ووضع أسس التعاون المباشر بين البلدية ومكونات المجتمع.

## تابع مكتب تنمية إتحاد بلديات الفيحاء

- تحفيز ودعم إستدامة مشاركة الكيانات الاجتماعية والاقتصادية المحلية والأطراف الفاعلة والنشطة في عملية التنمية، في جميع المراحل: التشاور، اتخاذ القرارات، التمويل وتنفيذ المشاريع.
- توطيد نظم إدارة المعلومات وإجراء تقييم وتحليل للأثر لمشاريع أو توجهات معينة، بناء على طلب "اللجنة التنفيذية" والسلطات المحلية.
- وضع كل سنتين تقرير عن حالة المنطقة (State of the City Report)، يعرض ويحلل الوضع السائد في مدن الفيحاء واتجاهات التنمية، ودراسة المتغيرات الحضرية المختلفة، وتحديد القضايا الحرجة، ليشكل قاعدة مرجعية لوضع التوجهات والإجراءات اللاحقة.
- دعم المرصد (TEDO) مع المشورة الأخصائية.
- التشابك مع مكاتب التنمية المحلية والإقليمية والدولية.
- تنشأ إلى جانب الفريق الأساسي لمكتب التنمية المحلية لجان ومجموعات عمل متخصصة لرصد وتقييم مشاريع تنمية محددة.
- إن إنشاء هذه اللجان تكون ظرفية وذات صلة بمشاريع محددة. يقوم الفريق الأساسي الثابت في مكتب التنمية بتنسيق عمل هذه اللجان.

## المؤشرات INDICATORS

تم تحديد ثلاث فئات أو طبقات من المؤشرات، كل منها تقدم المعلومات ذات الصلة لأغراض محددة :

1. المؤشرات العامة ، المدرجة حسب الصنف ، توفر المعلومات والاتجاهات ذات الصلة بمختلف قطاعات التنمية بما في ذلك الحاكمية ، وهي مصممة ليتم توزيعها على نطاق واسع.

2. مؤشرات أداء المدينة (City Performance indicators)، المتعلقة بالرؤية والأهداف الواردة في استراتيجية التنمية المستدامة للفيحاء.

3. مؤشرات إدارة أداء السياسات والبرامج والمشاريع، تعكس حالة سياسات محددة ، أو برامج أو إجراءات أو مشاريع خاصة ، وتسمح للمسؤولين برصد وتقييم مسار الأعمال وتحليل أثرها وتشخيص المشاكل وإجراء التعديلات في الأعمال عندما تنشأ النتائج عن الاتجاهات المتوخاة. وهي مقترحة لتغطية جانبيين :

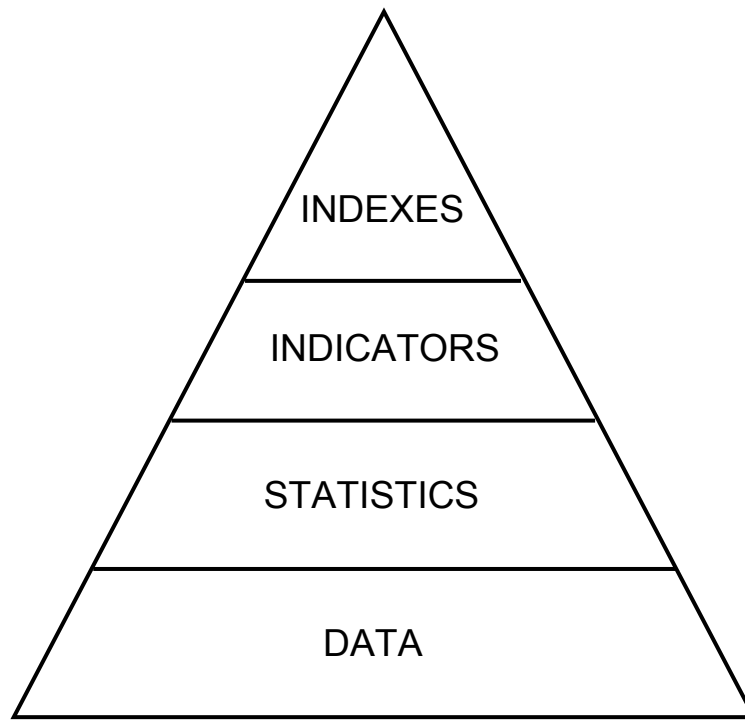
- مؤشرات إدارة تنفيذ المشروع (project implementation management indicators)، والتي تسمح لرصد وتقييم المطابقة لبرامج تنفيذ المشروع المعني:

- مؤشرات أثر المشروع (project impact indicators)، والتي تسمح الرصد وتقييم الأثار المختلفة للمشروع.



## ANNEX - 3

### INDICATORS / INDEXES definitions



#### THE DATA TRIANGLE

Source: Villa V. and M. Westfall (2001)

*Experts who work with numbers, evaluating and analyzing them on a daily basis frequently express the collection of data and its interpretation as a progression in a pyramid or triangle.*

DATA constitutes the foundation, and is defined as the collection of numbers for a specific purpose. Data by itself provides raw information, but does not provide much insight without a context or further analysis.

STATISTICS is the collection, analysis and presentation of data to be used for making informed decisions. It requires interpretations to explain more about the numbers and their context.

INDICATORS are models that simplify complex subjects to indicative numbers that can be easily grasped and understood by policymakers and the public. They are simple numbers, comparable over time and space, and have a clear link with policy implications. They send a plain and correct message that could be easily grasped, and give quick impressions of basic trends.

INDEXES are numbers derived from a series or aggregation of indicators. Most commonly index is used for indicators related to a baseline. For example the “City Development Index” developed within the Global Urban Indicators Database, that is the agglomeration of city product, infrastructure, waste, health and education indicators. Globally developed indexes are used for comparison purposes among cities and their evolution along time.

A BENCHMARK is an established standard against which a practice can be measured or assessed.

A TARGET is a numerical goal established by an individual city, or at national or international levels applicable to the city. It can serve as a point of reference for an indicator/index to determine whether progress towards the goal is being achieved.